Under Choice Based Credit System (CBCS) with Learning Outcomes-based Curriculum Framework (LOCF)

Gangadhar Meher University,
AMRUTA VIHAR, SAMBALPUR, ODISHA

POST GRADUATE PROGRAMME IN
Master in Business Administration (MBA)
(Courses effective from Academic Year 2024 & 2025)
SYLLABUS OF COURSES TO BE OFFERED
Core Courses, Elective Courses & Ability Enhancement Courses

School of Management
MASTER IN BUSINESS ADMINISTRATION (MBA)
Gangadhar Meher University
AMRUTA VIHAR, SAMBALPUR, ODISHA

ABOUT THE SCHOOL

The School of Management, G.M. University, Sambalpur, established in the year 2002 (erstwhile G.M.(A) College, Sambalpur. The Department offers courses like BBA,MBA, & MBA-FM.

Programs	Year of Establishment	Sanctioned Strength
BBA	2002	64
MBA	2002	60
MBA-FM	2013	60
M. Phil	2017	Discontinued from 2022

VISION

To impart professional skills on future thrust areas and empower prospective learners with need based and industry-oriented career pursuits for an Entrepreneurial Mindset at an affordable cost, location and the right affiliation.

MISSION

- Bridging the gap between learning environment and working environment by implementing "learn – understand - Action" methodology.
- Providing Value added and career-oriented courses from diverse perspectives that promote quantitative and qualitative education for advance knowledge and educational practices.
- To foster spirit of entrepreneurship and realization of societal responsibilities.

PROGRAMME OBJECTIVES

To align with the Department's vision and mission, revisions have been made to the MBA program syllabi with the aim of achieving the following objectives:

1. ACADEMIC EXCELLENCE

• Providing MBA students with exposure to cutting-edge trends in business education through research and extension initiatives. • Empowering MBA students to remain informed and adaptable to contemporary developments at local, national, and

2. PROFESSIONAL EXCELLENCE

• Equipping students for leadership roles within business organizations at local, national, and international levels.

•• Developing students' capacity to assume productive roles and fostering a culture of lifelong learning.

3. SOCIALLY RESPONSIBLE CITIZENS

• Cultivating a sense of civic responsibility, social awareness, and ethical accountability among students through structured platforms for social engagement.

•• Exposing students to a range of social issues including consumer rights, human rights, cultural values, scientific principles, environmental concerns, corporate

4. VALUE BASED HOLISTIC DEVELOPMENT

• Delivering high-quality, tailored education that sensitizes students to their evolving roles in society through diverse activities.

•• Emphasizing the holistic development of students' personalities through comprehensive education and extracurricular involvement.

ABOUT THE PROGRAMME

The School of Management at Gangadhar Meher University stands as a beacon of academic excellence, innovation, and holistic development in the realm of business education. Nestled within the vibrant academic environment of Gangadhar Meher University, it epitomizes a commitment to nurturing future leaders equipped with the knowledge, skills, and ethical values necessary to thrive in a dynamic global landscape. With a diverse faculty comprising accomplished scholars and industry experts, the school offers rigorous academic programs that blend theory with practical application, preparing students to tackle real-world challenges with confidence. Beyond the classroom, the school fosters a culture of experiential learning, encouraging students to engage in internships, research projects, and community outreach initiatives. Emphasizing interdisciplinary collaboration and a global perspective, the School of Management instills in its students a sense of responsibility, innovation, and lifelong learning, empowering them to make meaningful contributions to society and the business world.

PROGRAMME STRUCTURE

The postgraduate programme comprising two years, will be divided into 4 (four) semesters each of six months duration which is as follows:

Year	**Semesters**	
First Year	Semester I	Semester II
Second Year	Semester III	Semester IV

GANGADHAR MEHER UNIVERSITY
SAMBALPUR

Important Regulation for MBA Students

There will be 4 Semester Examination

1^{st} and 2^{nd} Semester	-	800 Marks each
3^{rd} Semester	-	1000 Marks
4 Semester	-	600 Marks
Total	-	3200 Marks

1. There will be one midterm (Internal) examination in each paper carrying 30 marks except CP-304(Summer Training Project) and CP-402(Project Study). The 30 marks shall consist of two components i.e. written and Group Discussion/Seminar of 20 and 10 marks respectively. The written exam will be of 1 hour duration. Seminar/Group Discussion will be evaluated by two internal examiners of the department (Resource Person/Teachers of the Department). However, there will be no Seminar/Group Discussion in the subjects having practical. In case of non- appearance of mid-term (Internal) Examination there is no provision of repeat examination.

2. A candidate shall be declared to have passed a semester examination if he/she secured a minimum of

40% marks in each theory paper (Internal Assessment and End Term Examination taken together) and 30% in End Term Examination.

However, a candidate can repeat a maximum of two theory papers in each examination if he/she has secured a minimum of 50% in aggregate of the respective examination. A candidate, who has secured pass mark in all the papers but has failed in securing an aggregate of a minimum of 50% of marks, shall be allowed to appear in maximum of two theory papers of the respective examination in order to secure the minimum aggregate marks of 50%.

3. An un-successful student in a semester examination may be permitted to appear the semester examination as repeat examination as in three papers per semester in which he/she failed with in a period of eight nos of semester from the date of registration to programme.

4. Preservation of valued answer scripts:

- The valued answer scripts (End Term/Mid Term/Internal) shall be kept in the examination section only for six months after the publication of results, after which the scripts will be disposed off as per the norms of the University.

5. Re-addition of marks/claiming of photocopy of scripts:

- The applicants may apply for re-addition of marks/claim the photocopy of the valued scripts (End Term/Mid Term/Internal) within one month of the publication of the results concerned after depositing the prescribed fees.

6. Issue of Rank Certificate:

- Rank certificate shall be issued to rank holders (upto 10thposition of the merit list) by depositing a fee of Rs. 100.00 (Rupees One hundred) only.

PROGRAM OUTCOMES

The program outcomes are intended to be achieved by students upon completion of their studies. These outcomes serve as metrics to assess the development of critical thinking, analytical, and problem-solving skills acquired throughout the program. Aligned with the demands of the workforce and civic engagement, the University's program outcomes encompass a variety of knowledge and skill domains. Within this framework, the program outcomes include:

PO-1: Disciplinary Knowledge: Acquaint with the deeper and multi-disciplinary knowledge, aware about recent innovations in the academic field

PO-2: Critical Thinking: Able to critically analyze, synthesis and evaluate the theories, their development and application context.

PO-3: To develop problem solving innovative thinking with robust communication and academic writing skills

PO-4: Research Aptitude: Scientific and research thought and abilities not only to carry out independent research but also disseminate

PO-5: Individual and Team work: Acquire the competency to work responsibly as an individual or as a member or leader of the group in multi-disciplinary environments

PO-6: Assess the impact of discipline specific knowledge on economic, social and political environments from global, national and regional levels

PO-7. Life-Long Learning: Aptitude to apply knowledge and skills that are necessary for participating in learning activities throughout life.

- PO-8: Ethics: Capability to identify and apply ethical issues related to one’s work, avoid unethical behaviour such as fabrication of data, committing plagiarism and unbiased truthful actions in all aspects of work.
- PO-9: Investigation of Problems: Ability of critical thinking, analytical reasoning and research-based knowledge including design of experiments, analysis and interpretation of data to provide conclusions.

PROGRAMME SPECIFIC OBJECTIVES (PSOs)

The Master of Business Management Program equips students with the knowledge, skills, and mindset necessary to thrive in current and future markets. The course objectives aim to furnish students with comprehensive expertise in the subject matter while fostering a broader perspective for both professional endeavors and research pursuits. Specifically, the program's objectives are as follows:

PSO1: Cultivate management professionals with robust business acumen for industry readiness.

PSO2: Foster leadership, entrepreneurial, and decision-making skills in aspiring management professionals.

PSO3: Nurture socially conscious and responsible management practitioners.

PSO4: Encourage management professionals to take charge of their own professional growth and development.

MAPPING OF PROGRAM SPECIFIC OBJECTIVES (PSOS) WITH PROGRAM OUTCOMES (POS)

0 – No relation 1- Low relation 2- Medium relation 3–High relation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
PSO1	2	2	3	2	1	2	2	3	2	19
PSO2	3	2	2	3	1	2	2	3	3	21
PSO3	3	2	2	2	2	3	2	3	2	20
PSO4	2	2	3	2	1	1	2	2	2	17
Total	10	8	10	9	5	8	8	11	9	77

MATCHING INDICATOR	
Matching Percentage	**Level Indicator**
>71	3
51-70	2
<50	1

COURSES AND ITS CORRESPONDING COLOUR SPECIFI ATIONS

Employability	Entrepreneurship	Skill Development

MBA COURSE STRUCTURE AND DETAIL SYLLABUS (UNDER SEMESTER SYSTEM)

SEMESTER-I

Paper	Title of Paper	Full Marks				Duration for T.E. Exam.
		Term End	Mid Term		Full Marks	
			Int.	GD/Sem*		
CP – 101	Management Process and Organization Behavior	70	20	10	100	3hrs
CP – 102	Quantitative Method	70	20	10	100	3hrs
CP – 103	Managerial Economics	70	20	10	100	3hrs
CP – 104	Environment Management	70	20	10	100	3hrs
CP – 105	Managerial Skill Development	70	20	10	100	3hrs
CP – 106	Indian Ethos and Values	70	20	10	100	3hrs
CP – 107	Accounting for Managers	70	20	10	100	3hrs
CP – 108	Computer for Managers	70	20	10	100	3hrs

SEMESTER-II

Paper	Title of Paper	Full Marks				Duration for T.E. Exam.
		Term End	Mid Term		Full Marks	
			Int.	GD/Sem*		
CP – 201	Organization Effectiveness and Change	70	20	10	100	3hrs
CP – 202	Management Science	70	20	10	100	3hrs
CP – 203	Human Resource Management	70	20	10	100	3hrs
CP – 204	Financial Management	70	20	10	100	3hrs
CP – 205	Marketing Management	70	20	10	100	3hrs
CP – 206	Production and Operations Management	70	20	10	100	3hrs
CP – 207	Research Methodology	70	20	10	100	3hrs
CP - 208	International Business Environment and Management	70	20	10	100	3hrs

SEMESTER-III
Common Papers

Paper	Title of Paper	Full Marks				Duration for T.E. Exam.
		Term End	Mid Term		Full Marks	
			Int	GD/Sem*		
CP-301	Business Policy and Strategic Analysis	70	20	10	100	3hrs
CP-302	Decision Support Systems	70	20	10	100	3hrs
CP-303	Business Legislation	70	20	10	100	3hrs
CP-304	Summer Training Project	70	20	10	100	3hrs
* PLUS ANY ONE GROUP OF THE FOLLOWING MAJOR SPECIALISATION AREA						

MAJOR SPECIALISATION AREA – FINANCE

FM-305	Securities Analysis and Portfolio Management	70	20	10	100	3hrs
FM-306	Corporate Restructuring	70	20	10	100	3hrs
FM-307	International Accounting	70	20	10	100	3hrs
FM-308	Financial Derivatives	70	20	10	100	3hrs
FM-309	Project Planning, Analysis and Management	70	20	10	100	3hrs
FM-310	International Finance	70	20	10	100	3hrs

MAJOR SPECIALISATION AREA – MARKETING

MM-305	Consumer Behaviour	70	20	10	100	3hrs
MM-306	Advertising Management	70	20	10	100	3hrs
MM-307	Marketing of Services	70	20	10	100	3hrs
MM-308	International Marketing	70	20	10	100	3hrs
MM-309	Sales and Distribution Management	70	20	10	100	3hrs
MM-310	Retail Management	70	20	10	100	3hrs

MAJOR SPECIALISATION AREA – HUMAN RESOURCE

HR-305	Management of Industrial Relations	70	20	10	100	3hrs
HR-306	Performance and Compensation Management	70	20	10	100	3hrs
HR-307	Legal framework Governing Human Relations	70	20	10	100	3hrs
HR-308	Management Training and Development	70	20	10	100	3hrs
HR-309	Human Resource Development: Strategies and System	70	20	10	100	3hrs
HR-310	Human Resource Planning and Development	70	20	10	100	3hrs

SEMESTER-IV

Paper	Title of Paper	Full Marks				Duration for T.E. Exam.
		Term End	Mid Term		Full Marks	
			Int	GD/ Sem *		
CP-401	Corporate Evolution and Strategic Management	70	20	10	100	3hrs
CP-402	Project study	70	20	10	200	6hrs
PLUS ANY ONE GROUP OF THE FOLLOWING **MINOR SPECIALISATION** AREA						

MINOR SPECIALISATION AREA – FINANCE

FM-403	Securities Analysis and Portfolio Management	70	20	10	100	3hrs
FM-404	International Finance	70	20	10	100	3hrs
FM-405	Management Control System	70	20	10	100	3hrs

MINOR SPECIALISATION AREA – MARKETING

MM-403	Advertising Management		20	10	100	3hrs
MM-404	International Marketing	70	20	10	100	3hrs
MM-405	Sales and Distribution Management	70	20	10	100	3hrs

MINOR SPECIALISATION AREA – HUMAN RESOURCE

HR-403	Human Resource Planning and Development	70	20	10	100	3hrs
HR-404	Management Training and Development	70	20	10	100	3hrs
HR-405	Human Resource Development : Strategies and System	70	20	10	100	3hrs

MINOR SPECIALISATION AREA – IT

IT-403	System analysis and design	70	15	15	100	3hrs
IT-404	Application development using oracle	60	15		75	3hrs
IT-405	Internet programming for e-commerce	60	15		75	3hrs
IT-406	Practical	35	15		50	3hrs

VALUE ADDED COURSES

In addition to its standard curriculum, the school offers a diverse range of supplementary courses aimed at bolstering students' skills, employability, and entrepreneurial acumen. These courses go beyond the core syllabus and are tailored to meet market demands, catering to various industrial needs and addressing different facets of social sustainability. The offerings span from data analytics to tax preparation, weaving to portfolio management, providing students with a well-rounded skill set to thrive in today's dynamic landscape.

The syllabus and the credit distribution of the above courses can be found at

Value Added Courses	**Coordinators**
Certificate in Data Analytics	Dr Srinibash Dash
Certificate in Tax Law and Practice	Ms. Shibani Sharma

https://www.gmuniversity.ac.in/department/syllabus/management/.

SEMESTER-I

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Paper Code: CP-101

Course Description:

Human resource professionals need to have a basic understanding of human resource professionals need to have a basic understanding of human interaction in the workplace. This social science course provides students with tools to understand and evaluate individual, group, and organizational processes. Students will also understand the importance of learning organizational behavior in the practice of human resource management.

Prerequisites: Basic knowledge of Organization, Organizational structures and its impact on the performance of the Organization

Learning Objectives: Analyze management approaches, decision-making, and organizational dynamics for effective leadership and planning.

COURSE OUTCOME:

CO1	Understand the concept of modern management thought and its utility in the field of real management.
CO2	Analyze individual and group behavior, and understand the implications of organizational behavior on the process of management and modern techniques to reduce the employees' stress.
CO3	Interpret the concept of the planning process and how it can enrich the decision-making capacity of the manager in the real world.
CO4	Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
CO5	Learn how organizational change and culture affect working relationships within organizations.
CO6	Apply interpersonal skills for group dynamics and group cohesiveness to generate the Culture of the organization

Units	Contents	No. of Classes
I.	Evolution of management thought, systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization. Understandings and management of organizational system by organizational decision, structure and work stress.	10
II.	Overview of Planning: Types of Plans& The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation. .	10

III.	Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, And Personality: Learning: Concept and Theories of Learning, reinforcement. Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence Understanding and managing individual behaviour – personality, perceptions, values, attitudes, learning, work motivation, individual decision making and problem solving.	**10**
IV.	Understanding and managing group processes – Interpersonal and group dynamics, applications of emotional intelligence in organizations, group decision making, leadership and influence process. Characteristic, element, need, process and types of communication, effective communication and barrier in communication.	**10**
Total		**40**

Suggested Readings:

1. Koontz, H and Wechrich, H. Management, 10th ed., New York, McGraw Hill, 1995.
2. Luthans, F. Organizational Behaviour, 7th ed., New York, McGraw Hill, 1995.
3. Robbins, S.P. Management, 5th ed., New Jersey, Englewood Cliffs, prentice Hall Inc, 1996.
4. Robbins, S.P. Organizational Behavior, 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi, 2001.

E Resources:

1. http://freevideolectures.com/Course/2689/Management-Science
2. http://www.onlinevideolecture.com/?course=mbaprograms&subject=principles-of-management
3. http://nptel.ac.in/courses/110105034/
4. http://nptel.ac.in/courses/110105033/
5. http://nptel.ac.in/courses/110102016/

TEACHING PEDAGOGY/ ANDRAGOGY/ Methodology

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Mentor and mentees for skill enhancement**
4. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	2	3	1	2	2	1	1	2	1	1	2	3	23
CO2	1	2	3	3	1	2	1	1	3	2	1	1	3	24
CO3	2	3	2	3	2	2	3	2	2	1	2	3	3	30
CO4	2	3	2	3	2	2	1	2	2	1	2	2	2	26
CO5	3	2	2	1	2	2	3	2	2	2	2	1	1	25
CO6	3	3	2	2	2	3	2	2	3	2	2	1	2	29
Total	13	15	14	13	11	13	11	10	14	09	10	10	14	157

QUANTITATIVE METHODS

Paper code: CP-102:

Course description:

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is on their applications in business decision-making.

Prerequisites: Basics knowledge of Mathematics like A.P., G.P. average, standard deviations, correlations etc. are required.

Learning Objectives: Utilize statistical tools for managerial decisions effectively, including functions, matrices, probability, correlation, and regression.

COURSE OUTCOME:

At the end of the course, the student will be able to:

CO1	Describe the basic concepts of statistical inferences to generalize research findings in the social science world.
CO2	Interpreting Statistical Inference to measure the data variability and its uses in the real research world.
CO3	Applying probability distribution which depicts the expected outcomes of possible values for a given data-generating process.
CO4	Applied Correlation & Regression in the field of real research world such as marketing, HR and Finance
CO5	Construct models related to decision-making relevant to research in the field of management.

UNIT	CONTENTS	NO. OF HOURS
I	Mathematical basis of managerial decision: Functions-application of functions-some special functions A.P. & G.P. and their managerial application, Matrices, determinant	**10**
II	Measure of Central tendency, Measure of dispersion, Skewness, Krutosis, & Moments.	**10**
III	Theory of Probability – Probability Function, Random variables, Mathematical Expectation, Theoretical Distribution, Binomial, Poisson and Normal.Testing of Hypothesis – Large and Small Sample Tests	**8**

IV	Correlation, types of correlation, correlation coefficient, measurement of linear correlation, properties of correlation coefficient, interpretation and limitation, probable error of the correlation coefficient, rank co-relation. Regression analysis, regression lines, determination of regression lines, regression coefficient, properties of regression coefficient, scatter diagram, co-relation relation analysis vs. regression analysis, time series, characteristics of a time series, purpose and uses of time series analysis, components of time series, measurement of trend.	12
	TOTAL	**40**

SUGGESTED READINGS:

1. Chandra, N.K. Statistics for Behavioural and Social Scientists, Reliance Publishing House, Delhi, 1996.
2. Gupta, S.P. and Gupta M.P. Business Statistics, New Delhi, Sultan Chand, 1997.
3. Kazmier, L.J. and Phhl, N.F. Basic Statistics for Business and Economics, New York, McGraw Hill, 1988.
4. Levin Richard I and Rubin David S. Statistics for Management, New Jersey, Prentice Hall Inc., 1995.
5. Narag, A.S. Linear Programming and Decision Making, New Delhi, sultan Chand, 1995.

TEACHING PEAGOGY:

1. Hands on training using Advance Excel and SPSS
2. Group problem solving and discussion.
3. Demonstration based on class generated data.
4. Project work by students.

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	2	2	2	3	2	1	2	2	2	2	1	2	25
CO2	2	1	1	2	1	2	3	2	1	2	2	1	3	23
CO3	2	3	1	2	2	3	3	1	2	2	1	2	3	27
CO4	2	2	1	2	2	2	1	2	2	2	1	2	2	23
CO5	3	2	2	1	2	3	3	1	1	1	2	1	3	25
Total	11	10	7	9	10	12	11	8	8	9	8	7	13	123

MANAGERIAL ECONOMICS

Paper code: CP-103:

Course description:

The objective of this course is to acquaint the participants with concepts and techniques in Micro-Economic Theory and to enable them to apply this knowledge in decision-making. Emphasis is given to changes in the nature of business firms in the globalization.

Prerequisites: *Knowledge of basic mathematics, statistics and economics are required*

COURSE OUTCOME:

At the end of the course, the student will be able to:

CO1	Define the role and functions of a managerial economist and explain the fundamental economic principles and concepts.
CO2	To Understand the importance of individual and aggregate demand and supply affecting the businesses as well as the economy.
CO3	Apply managerial economic ideas in decision-making and forecasting methods for anticipating demand for diverse products and services.
CO4	Applied Break-Even analysis to know the cost Minimisation and maximisation of Business.
CO5	Evaluate a methodical framework with regards to the price strategies to face the real-world business challenges
CO6	Construct models to explain the individual consumer behavior at micro level and the behavior of the aggregate demand in the economy.

UNIT	CONTENTS	NO. OF HOURS
I	**Economics for Business Decision** – Nature and scope of Managerial Economics, Role of Managerial Economist and Business decision making. Demand Analysis –Determinants of demand, Elasticity of demand, Types and measures of Elasticity of demand, Use in business decision making, demand Forecasting, Supply Theory.	12
II	**Production and cost** – Production function, law of variable proportion, law of returns to scale, Cost curves, Break-even analysis; cost minimization and output maximization, Economies of scale and economies of scope (simple numerical problems to be solved).	8
III	**Market Structure –** Price and output determination under perfect competition, monopoly, Oligopoly, monopolistic competition Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing. Input Pricing	10

IV	**Concepts of Macro economics and National Income:**the concepts of GDP, GNP, GDP deflator, Personal Disposable Income, Business Cycle, Concepts and Theories of Business Cycle, Inflation, Fiscal and Monetary policies to control inflation, Balance of Payment	10
	TOTAL	40

SUGGESTED READINGS/ REFERENCE BOOKS:

1. Managerial Economics- Petersen, Lewis, Jain, Pearson
2. Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH
3. Business Economics, M. Adhikary, New Delhi, Excel Books, 2000.
4. Managerial Economics – Analysis of Managerial Decision Making, H L Ahuja, S. Chand
5. Managerial Economics Theory and Applications, DM Mithani HPH
6. Managerial Economics, P L Mehta Sultan Chand& Co.
7. Managerial Economics, DN. Dwivedi, Vikash
8. Managerial Economics, O.P. Chopra, New Delhi Tata McGraw Hill, 1995.

TEACHING PEDAGOGY:

1. Theories based on practical knowledge
2. Project work by students.
3. Meta Analysis of Lecturer series of respective subject using TDX plateforms

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	2	2	1	3	2	2	1	2	2	1	1	2	24
CO2	2	2	1	2	2	1	2	1	2	2	1	1	2	21
CO3	3	2	2	1	2	2	1	2	2	1	2	1	3	24
CO4	3	3	1	2	2	2	1	2	2	2	2	2	2	26
CO5	2	3	2	2	1	2	2	1	2	2	1	2	3	25
CO6	2	2	1	2	1	2	2	3	1	2	1	1	2	22
Total	15	14	9	10	11	11	10	10	11	11	8	8	14	142

ENVIRONMENT MANAGEMENT

Paper code: CP-104:

Course description:

To make the students aware about how the business operations affect the environment and it will about the fundamental concepts of the environment and the basics of ecosystem.

Prerequisites: Basis knowledge of Environment and its utility to the Business world

COURSE OUTCOME:

At the end of the course, the student will be able to:

CO1	Define the role and functions of a environmental management and explain the key areas of environment which is related to production, energy, trade, water and biodiversity for the largest interest of human being
CO2	Understand the importance of ecosystem and its application of industrial business.
CO3	Apply environmental auditing practices for giving clearance and permission to establishing new industrial units
CO4	Applied environmental accounting in the area of taxes shifts, green funding and corporate mergers.
CO5	Evaluate a methodical framework with regards to environmental ethics as per the guideline of GATT/WTO provisions
CO6	Construct models to explain environmental laws and role of biodiversity in internal trade

UNIT	CONTENTS	NO. OF HOURS
I	Environment management: fundamentals-sustainable development, implication of human population growth, limits to growth, environment and business schools: energy management: fundamentals – Fossil fuels use, energy production and trade, energy balance. Water, forest and biodiversity management: water resources, dams and their role	12
II	Ecosystem concepts: Basic concepts and their application in business, industrial ecology and recycling industry; environment management system: EMS standards, ISO 14000.	8

III	Environmental auditing, clearance / permissions for establishing industry; environmental management and valuation: environmental accounting, economics – environmental taxes shifts, green funding, corporate mergers, environmental ethics; environmental management trade and environmental management, debt and environment, GATT / WTO provisions.	**12**
IV	Environmental laws: Acts, Patents, IPRS, role of NGO'S PIL; pollution and waste management – air, water, land pollution, trade in wastes. Forest products and trade, role of biodiversity in international trade and approaches to corporate ethics: Bio-ethics.	**8**
	TOTAL	**40**

SUGGESTED READINGS:

1. Uberoi, N.K. Environmental Management, Excel Books, A-15, Naraina Phase-1, New Delhi, 2000.
2. Pandey, G.N. Environmental Management, Vikas Publishing House New Delhi, 1997.
3. Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, New Delhi, 1997.
4. Mohanty, S.K. Environment & Pollution Law Maunal, Universal Law Publishing, G.T. Karnal Road, New Delhi, 1996.
5. Harley, Nick: Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi, 1997.

TEACHING PEDAGOGY:

1. Traditional classroom teaching
2. Showing videos relating to environmental protection events.
3. Case study relating to environmental protection by industries.
4. Showing various environmental documentaries.
5. Project work by students.

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	1	3	2	3	2	2	1	2	1	1	2	1	23
CO2	3	2	2	1	2	2	1	2	2	1	2	1	2	23
CO3	2	2	2	2	2	1	2	2	1	2	2	2	1	23
CO4	1	1	2	1	2	2	1	2	2	2	2	2	1	21
CO5	2	2	2	1	2	2	2	2	1	2	2	3	1	24
CO6	3	2	2	2	2	2	1	2	2	1	2	1	2	24
Total	13	10	13	9	13	11	9	11	10	9	11	11	8	138

MANAGERIAL SKILL DEVELOPMENT

Paper code: CP-105

Course description:

The course is aimed at equipping the students with issue critical to successful business communication. The course also offers the students a practical strategy to solve communication problems and to use technology effectively in business communication. It emphasizes the skills and competencies necessary for students to make the transition from school to the workplace.

Prerequisites:

COURSE OUTCOME:

At the end of the course, the student will be able to:

CO1	Define the business communication and its effectiveness for moulding shaping the personality of the manager
CO2	Understanding the importance of the corporate communication and application in the real business world
CO3	Apply business communication in the key areas for the growth and sustainable development of the business.
CO4	Evaluate communication process in the organization and reforms the process for further development of how writing business report, commercial letters and business reports
CO5	Construct models to understand the Legal aspects of business communication and methods to overcome it

UNIT	CONTENTS	NO. OF HOURS
I	Importance and nature of business communication; Effective communication skill Types of communication: Verbal communication, Written communication, Non-verbal communication: body language and importance of the 7 C's and the 4 S's concepts.	**12**
II	Process of communication; barriers and gateways in communication. The communication situation, Objectives of communication and Significance of communication in business	**8**
III	Written Communication - Dos and don'ts of business writing; commercial letters; writing business reports. Oral Communication-presentations of reports, public speaking, and negotiations.	**12**
IV	Legal aspects of business communication for Jobs.	**8**
	TOTAL	**40**

SUGGESTED READINGS:

1. Bahl,Sushil, *Business Communication Today*, Response Books,1996
2. Radhaswamy, P. *Communication Management*, Deep & Deep Publications
3. Kaul,Asha, *Effective Business Communication*,PHI,2000
4. Goodman,B Michael, *Corporate Communication for executives*, State
5. University New York Pxress,1998
6. Bodh Raj and Virendra qKumar, *Business Communication*,Kalyani
7. Publication,2001
8. Roger,D'Aprix,*Communicating for Change*,Jossey Bass Publishers,2000
9. Michael,V.P.,*Communication and Research for Management*,Himalaya
10. Publishing House,1992
11. Roger,D'Aprix,*Communicating for Change*,Jossey Bass Publishers,2000
12. Michael,V.P.,*Communication and Research for Management*,Himalaya Publishing House,1992
13. Ramesh MS and Pattanshetti CC,*Business Communication*,R.Chand & Co.,2001

TEACHING PEDGOGY:

1. Case study based Learning
2. Theories, based on Meta analysis
3. Mentor and mentees for skill enhancement
4. Student Poster Presentations.

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	3	2	3	2	2	3	2	1	1	2	2	2	28
CO2	3	2	3	2	3	2	2	2	3	2	2	1	1	28
CO3	3	3	2	2	3	2	2	3	2	2	2	1	2	29
CO4	2	2	3	2	2	2	1	2	1	2	3	2	2	26
CO5	3	2	2	2	1	1	2	2	1	1	2	3	2	24
Total	14	12	12	11	11	9	10	11	8	8	11	9	9	135

INDIAN ETHOS AND VALUES

Paper code: CP-106

Course description:

The main objective of the course is to acquaint the students with Ethics and Indian Ethos and values along with its relevance to managerial decision making.

Prerequisites:

COURSE OUTCOME:

At the end of the course, the student will be able to:

CO1	To remember the various elements of Indian ethos and management lessons from Indian scriptures.
CO2	Understand the Indian system of learning and the concepts of karma.
CO3	Know the work ethos and values and its relevance to management.
CO4	Apply managerial process to know the reasons of stress and how to reduce it
CO5	Construct a proper path and process to apply Indian ethos for personality development of the new age managers.

UNIT	CONTENTS	NO. OF HOURS
I	**Indian ethos for management:** Basic principles of management as per ancient Indian Wisdom and insight, Essential Features of Indian Ethos and Insight, Intuition in Management, Indian Wisdom and Modern Management, Managerial Effectiveness, Globalization, High Technology, Ecology, New Marketing Concept, Managerial Effectiveness.	**8**
II	**Total quality management**: Quality, Assurance, TQM and Human Values, Three Aspects of TQM, Internal Quality, Problem Solving Tools, Total Involvement of all Japanses Operating Management Ethos, HRD Interventions in TQM, Emphasis on Quality of Life, Focus on Quality of Work Life, TQM and Human Values System, TQM Environment, , Mission, Vision, Values, Value based TQM of Western Company, Attributes of Support Team Managers, Quality Management, Kaizen Model.	**12**

III	**Corporate social responsibility and corporate governance:** Social responsibility of business, standard of living or life style, ethical policy and process, forces inducing, social responsibility, business and consumer, business and its environments. Concept of corporate governance, need, evolution, and different governance models, corporate governance and Indian Industries.	10
IV	**Business Ethics and Stress Management:** Need for managers, concept behind Business Ethics, ethical dilemma, need for ethical values in global change, Indian perspective, trans-cultural human values in management education. Definition, types of stress, Causes of stress, positive and negative effect of stress, problem relating to stress in corporate management-Indian perspective, stress management, Job burnout.	10
	TOTAL	40

SUGGESTED READINGS:

1. A study in Business Ethics : Rituparna Raj (Himalaya Publisher)
2. Ethics in Management : S.A.Sherlekar (Himalaya Publisher)
3. Foundation of Managerial Work : S.K.Chakrabory (Himalaya Publisher)Managing in Turbulent Time: P.Drucker(Pan Book)
4. Managing Secularism in new Millennium : S.Kumar and Uberoi(Excel Books)

TEACHING PEDAGOGY:

1. Discussion of case study in the classroom
2. Real life CSR cases presentation by students.
3. Meta Analysis of TDX spiritual platforms to better understanding of business ethos in the field of management
4. Group discussion in the classroom.

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	3	2	1	2	3	2	2	2	2	2	2	2	28
CO2	2	3	2	1	2	3	2	2	3	3	2	3	2	30
CO3	2	2	2	3	1	2	3	2	3	2	2	2	2	28
CO4	2	2	2	3	3	3	2	2	3	2	3	2	2	31
CO5	3	3	2	3	3	2	2	2	3	2	2	2	2	31
Total	12	13	10	11	11	13	11	10	14	11	11	11	10	148

ACCONTING FOR MANAGERS

Paper code: CP-107

Course description:

This course will teach the fundamentals of financial accounting and how to prepare a balance sheet, income statement, and cash flow statement, analyze financial statements, and calculate and interpret critical ratios. The course will teach basics of financial reporting practices followed by business organizations.

Prerequisites:

COURSE OUTCOME:

At the end of the course, the student will be able to:

CO1	Understand the accounting principle and practice the same to maintaining accounting records
CO2	To find out the performance of the business through profit acknowledgement with the help of PL account.
CO3	Analyze the financial statement or the balance sheet to know about the financial position of the business
CO5	Prepare, understand, interpret and analyze financial statements with confidence.
CO6	Use the analytical techniques of ratios and financial statement analysis and arriving at conclusions from financial information for the purpose of decision making.

UNIT	CONTENTS	NO. OF HOURS
I	**Introduction to Accounting:** Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Accounting .	12
II	**Mechanics of Accounting**: Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance. Preparation of Income statement and Balance Sheet, Depreciation Accounting	10
III	**Management Accounting** – Meaning, characteristics, objectives, functions, importance, limitations, Financial Statements – Meaning, importance, limitations Financial Statement Analysis – Methods of financial analysis, comparative statement, trend percentage, common size statement	8
IV	**Analysis and interpretation of Financing Statements**:- Ratio analysis, Use fullness, Limitation, Types of Ratio, Cash Flow Analysis as per AS – 3 (Revised), Funds Flow Analysis.	8

		TOTAL	40

SUGGESTED READINGS:

1. Financial Accounting - Gupta, Pearson
2. Financial Accounting and Analysis, Satpathy, Mohapatra and Patra, HPH
3. Financial Accounting for Management; Paresh Shah, Oxford
4. Financial Accounting A managerial Perspective-Bapat & Raitha, McGrawHill
5. Financial Accounting for Management, A.K.Bhattacharya, PHI
6. Financial Accounting by S.N Maheswari, Vikas Publications

E Resources:

1. http://www.learnerstv.com/Free-Management-Video-lectures-ltv034- Page1.htm
2. http://www.learnerstv.com/Free-Management-Video-lectures-ltv637- Page1.htm
3. http://www.onlinevideolecture.com/?course=mba-programs&subject
4. http://nptel.ac.in/courses/110101004/
5. http://nptel.ac.in/courses/110101003/
6. http://nptel.ac.in/courses/110107073/

TEACHING PEDAGODY:

1. Practical problems solve in groups
2. Doubt clearing in groups
3. Understanding real P/L account and Balance sheet of real firms.
4. Analyzing real financial statements of real firms.
5. Practical application of Tally software for Accounting for Manager
6. Project work for students.

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	2	2	3	2	2	2	2	3	2	2	2	29
CO2	3	3	2	2	2	2	2	2	2	3	2	2	2	29
CO3	3	3	2	3	3	2	2	2	3	2	2	2	2	31
CO4	3	3	2	2	3	2	2	3	2	2	2	2	1	29
CO5	2	3	2	2	3	2	2	2	3	3	2	2	1	29
Total	13	15	10	11	14	10	10	11	12	13	10	10	8	147

COMPUTERS FOR MANAGERS

Paper code: CP-108

Course description:

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the participants and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

Prerequisites: **The students should have the basic knowledge of Computer knowledge**

COURSE OUTCOME:

At the end of the course, the student will be able to:

CO1	Define the role of computers and its networking process for better Management Information System & ERP of the organisation.
CO2	Understand the knowledge of different software and hardware system relevant in maintaining business transaction
CO3	Apply the computer knowledge with specific reference to commercial data processing systems.
CO4	Evaluate data basic data processing systems and it application in the real business field for smoothly capturing data for managerial decision making process.

UNIT	CONTENTS	NO. OF HOURS
I	**Computer Software:** Software and its relationship with Hardware. Types of Software, Software Development steps. Planning the computer program. Computer Languages, Operating System concepts, functions and types of OS. Some popular operating systems and its features. Use of software packages such as Spreadsheet. Application development using Spreadsheet package. What-IF analysis, Pivot Tables, Charts etc. Database Fundamentals. Recent trends in Software.	10
II	**Data Communication and Computer Networks:** Basic components of Data communication system, Transmission Media. Computer Network, LAN, WAN, MAN, Network Topologies. Communication Protocol. Internet and its applications. Internet terms such as Web Page, Website, Browser, URL, FTP, TELNET, WWW, HTTP, ISP, HTML, Download and Upload. Getting connected to Internet. Distributed & Cloud Computing.	10
III	**E-Commerce Modes:** E-Commerce and physical commerce, The digital phenomenon, Different types of E-commerce, E-commerce scenarios, Advantages of E-commerce, Internet payment systems. Microsoft Office(Power Point Presentation & word)	8

IV	**Introduction** to Program using C language, Program Development Life cycle; flow chart; input-process-output analysis; Programming concepts; use of files in programming, C character set, variables, data types, Decision control structure (if else, switch-case), The loop control structure, (for, while and do while loop).Array (Single Dimensional and Double Dimensional), Introduction to function, call by value, call by reference.	12
	TOTAL	**40**

SUGGESTED READINGS

1. Burch, John and Grudnitski Gary, Information Systems: Theory and Practice, 5th ed., New York, John Wiley.
2. David, Van Over, Foundations of Business Systems, Fort Worth, Dryden, 1992.
3. Eliason, AL. On-line Business Computer Applications, 2nd ed., Chicago, Science research Associates, 1987.
4. Estrada, Susan, Connecting to the Internet, Sebastopol, CA, O'Reilly, 1993.
5. Let Us C, by Yaswant Kanitkar, BPB Publication.
6. ANSI C, By M.Kamthane.

Application of C programming for management process

TEACHING PEDAGOGY:

1. Use of computer labs for understanding various concepts
2. Project works by students
3. Lecture method

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	1	3	2	2	3	2	3	1	2	2	3	29
CO2	3	2	1	3	2	2	2	2	3	2	2	1	2	27
CO3	2	2	1	2	3	3	2	2	3	1	2	3	2	28
CO4	3	3	2	3	2	3	2	3	3	3	2	2	2	33
Total	10	10	5	11	9	10	9	9	12	7	8	8	9	117

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SEMESTER-II

ORGANISATION EFFECTIVENESS AND CHANGE

Paper code: CP-201

Course description:
To familiarize the students with basic organizational processes to bring about organizational effectiveness and change.
***Prerequisites**: The students should have the basic knowledge of organization effectiveness and other scope of organizational changes.*

COURSE OUTCOME

After completing this course the students should be able to:

CO1	Define the degree of an organization attains its short-term (ends) and long-term (means) goals, the selection of which reflect strategic constituencies in the organization's environment, the self-interest of the evaluator and the life stage of the organization.
CO2	Understand organisation climate and culture. How it is empowering learning atmosphere for creativity and Innovation
CO3	Applying behaviour approach in the organisation for enrich interpersonal behaviour of the employees
CO4	Interpreting the nature and process of collaborations for group formation
CO5	Evaluate business ethics and effect on corporate governance
CO6	Construct a model how to manage gender issues, cross-cultural dynamics.

UNIT	CONTENTS	NO. OF HOURS
I	Overview of Organizational Effectiveness, change and development: Meaning and approaches to organizational effectiveness, factors effecting organizational effectiveness, effectiveness through adaptive coping style, meaning, type, process of organizational change, change agent, resistance to change and overcoming resistance change, Need, steps and techniques of Organizational Development.	**10**
II	Organizational climate and culture, power and politics, the process of empowerment. Learning Organisation: creativity and innovation, conflict and negotiation.	**10**

III	**Behavioural Approach to Group:** Meaning and nature of group, reason for group formation, classification of group, stages of group development, group dynamics, interpersonal behaviour, Meaning, nature and process of collaborations.	**12**
IV	Business ethics and corporate governance, management of gender issues, cross-cultural dynamics.	**8**
	TOTAL	**40**

SUGGESTED READINGS

1. Anderson, A.H. and Barker D. Effective Enterprise and Change Management, Oxford, Blackwell Publisher Ltd. 1996.
2. French, W.E. and Bell, C.H. Organization Development, New Delhi, Prentice – Hall of India, 1995.
3. Kao, S.R. etc. Effective Organization and Social Values, New Delhi, Sage, 1994.
4. Khandwalla, P.N. Organization Design for Excellence, New Delhi, Tata McGraw Hill, 1992.
5. Luthans, F. OrganisationalBehaviour, 7th ed., New York, McGraw Hill, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

TEACHING PEDAGOGY:

1. Practical problems solve in groups
2. Doubt clearing in groups
3. Understanding real P/L account and Balance sheet of real firms.
4. Analyzing real financial statements of real firms.
5. Practical application of Tally software for Accounting for Manager

Project work for students

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	2	1	2	3	2	3	1	3	2	2	1	2	27
CO2	3	1	1	2	2	1	3	1	3	2	1	2	2	24
CO3	3	3	2	3	1	2	3	1	2	1	2	2	1	26
CO4	2	3	1	1	3	2	1	2	3	2	1	2	2	25
CO5	1	2	3	1	3	2	1	2	2	2	3	1	2	25
CO6	3	1	3	3	2	3	2	1	2	2	1	2	1	26
Total	15	12	11	12	14	12	13	8	15	11	10	10	10	153

MANAGEMENT SCIENCE

Paper code: CP-202

Course description:

The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.

Prerequisites*: The students should have the learn basic knowledge of management science and other concepts*

COURSE OUTCOME

After completing this course the students should be able to:

CO1	Define the mathematical technique that helps businesses solve some problems they face. It helps them deal with constrained optimization situations in which they have to make the best of their resources, such as labour, given certain constraints
CO2	Understand the Transportation Models for concerned with selecting the routes between supply and demand points in order to minimize costs of transportation
CO3	Applying mathematical study of the formation, function, and congestion of waiting lines, or queues
CO4	Interpreting examines every component of waiting in line, including the arrival process, service process, number of servers, number of system places, goal programming
CO5	Evaluate the express the importance of properly framing and defining the problem prior to pursuing a decision Pure & Mixed Strategy
CO6	Construct the management science approach is a type of organizational environment theory

UNIT	CONTENTS	NO. OF HOURS
I	Management science – Basic concepts of management science. Linear Programming Concept, Formulation & Graphical and Simplex Solution.	**10**
II	Transportation Models: Concept, Formulation, Problem types: Balanced, Unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost &VAM and Optimal Solution using MODI.Assignment Models: Concept, Flood’s Technique / Hungarian Method, applications including Restricted& multiple assignments.	**10**

III	**Queuing Theory:** Concept, Single Server (M/M/I,)Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas. Integer programming (branch and bound algorithm), goal programming,	**12**
IV	PERT/CPM. Decision Theory: Concept, Decision under risk (EMV) & uncertainty and decision trees . Game Theory : Concept, 2 zero sum game with dominance, Pure & Mixed Strategy.	**8**
	TOTAL	**40**

SUGGESTED READINGS

1. Budnik, Frank S. Dennis Mcleavey, RechardMojena Principles of Operations Research, 2nd ed., Richard Irwin, Illinois – All India Traveler Bookseller, New Delhi, 1995.
2. Gould, FJ etc. Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1993.
3. Mathur, K and Solow, D. Management Science, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1994.
4. Narag A.S. Liner Programming and Decision Making, New Delhi, Sultan Chand, 1995.
5. Sharma, J.K. Operations Research: Theory and Applications, New Delhi, Macmillan India Ltd., 1997.

TEACHING PEDAGODY:

1. Practical problems solve in groups
2. Doubt clearing in groups
3. Understanding real P/L account and Balance sheet of real firms.
4. Analyzing real financial statements of real firms.
5. Practical application of Tally software for Accounting for Manager

Project work for students:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	1	2	2	3	2	1	2	2	1	3	2	26
CO2	2	3	1	3	2	1	2	1	2	2	2	1	2	24
CO3	2	2	2	1	2	2	1	3	2	1	2	3	1	24
CO4	1	2	2	3	3	2	2	3	3	1	1	3	2	28
CO5	3	1	2	3	2	2	1	2	1	2	2	3	1	25
CO6	2	2	3	1	2	1	2	2	2	2	2	1	2	24
Total	12	13	11	13	13	11	10	12	12	10	10	14	10	151

HUMAN RESOURCE MANAGEMENT

Paper code: CP-203

Course description:

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Prerequisites*: The students should have the basic knowledge of concept of human resource management.*

COURSE OUTCOME

After completing this course the students should be able to:

CO1	Define the mathematical technique that helps businesses solve some problems they face. It helps them deal with constrained optimization situations in which they have to make the best of their resources, such as labour, given certain constraints
CO2	Understand the Transportation Models for concerned with selecting the routes between supply and demand points in order to minimize costs of transportation
CO3	Applying mathematical study of the formation, function, and congestion of waiting lines, or queues
CO4	Interpreting examines every component of waiting in line, including the arrival process, service process, number of servers, number of system places, goal programming
CO5	Evaluate the express the importance of properly framing and defining the problem prior to pursuing a decision Pure & Mixed Strategy
CO6	Construct the management science approach is a type of organizational environment theory

UNIT	CONTENTS	NO. OF HOURS
I	**Human Resource Management** – Concept and objectives and functions relationship behavior HRM and HRD. The changing dimensions of HR functions. Role of HR manager in the changing business scenario. **Strategic HRM**: Integrating HR into strategic planning, fitting HR practices to the Business strategy.	10
II	**Talent Acquisition & Talent Development**: Recruitment: concept and process. Sources of recruitment, Selection steps. Tests and interviews. Validity and reliability of tests. Induction and placement. Manpower training and its methods, career succession planning.	10

III	**Performance Appraisal & Promotion:** Concept, objectives, Appraised errors, methods of appraisal and appraised process **Promotion:** Concept and types. Criteria for promotion, Transfer – Concept and types of transfers,. Job analysis – Job description and job specification. Job analysis precedence.	12
IV	**Employee** welfare, Industrial relations and trade unions, dispute resolution and grievance management, employee empowerment.	8
	TOTAL	40

SUGGESTED READINGS

1. Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997.
2. De Cenzo, DA & Robbins SP. Human Resource Management, 5th ed., New York, John Wiley, 1994.
3. Guy, V & Mattock J. The New International Manager, London, Kogan Page, 1993.
4. Holloway, J. ed. Performance Measurement and Evaluation, New Delhi, Sage, 1995.
5. Monappa, A. &Saiyadain M. Personnel Management, 2nd ed., New Delhi, Tata McGraw Hill, 1996.

E Resources:

1. *http://www.learnerstv.com/Free-Management-Video-lectures-ltv315-Page1.htm*
2. *http://www.onlinevideolecture.com/?course=mba-programs&subject=humanresource-Management*
3. *http://nptel.ac.in/courses/110105069/*

TEACHING PEDAGOGY:

1. Practical problems solve in groups
2. Doubt clearing in groups
3. Understanding real P/L account and Balance sheet of real firms.
4. Analyzing real financial statements of real firms.
5. Practical application of Tally software for Accounting for Manager

Project work for students

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	1	2	3	2	2	3	1	3	3	2	2	1	27
CO2	3	2	1	3	1	2	1	2	2	2	2	1	2	24
CO3	2	3	2	2	3	1	3	2	1	2	1	3	2	27
CO4	1	3	2	3	2	2	3	1	2	3	1	3	2	28
CO5	2	2	3	3	1	3	2	2	1	2	2	2	1	26
CO6	1	2	2	3	3	2	2	2	2	1	2	1	2	25
Total	11	13	12	17	12	12	14	10	11	13	10	12	10	157

FINANCIAL MANAGEMENT

Paper code: CP-204

Course description:

The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit

Prerequisites*: The students should have the learn aims and objective of financial management & investment methods etc.*

COURSE OUTCOME

After completing this course the students should be able to:

CO1	Define of the primary objectives of financial management are: Attempting to reduce the cost of finance. Ensuring sufficient availability of funds.
CO2	Understand the dealing with the planning, organizing, and controlling of financial activities like the procurement and utilization of funds
CO3	Applying in the demonstrate an understanding of the overall role and importance of the finance function & communicate effectively using standard business terminology
CO4	Interpreting the financial analysis is the pinpointing of the strength and weaknesses of a business undertaking by regrouping and analysis of figures contained in financial statements, by making comparisons of various components
CO5	Evaluate the expert knowledge of principles and concepts used in financial management & Evaluate a company's interest rates based on its stage of development
CO6	Construct ability to apply such knowledge in decision-making and overall management of an enterprise.

UNIT	CONTENTS	NO. OF HOURS
I	Aims and objectives of financial management; cost-volume-profit analysis; time value of money, Dividend Policy.	**10**
II	Instruments of long term finance; cost of different sources of raising capital; weighted average cost of capital; valuation and rates of return.	**10**
III	Operating and financial leverage, capital structure decisions, optimum capital structure.	**12**
IV	Investment and methods of capital budgeting decisions, short-term financing investments, management of working capital, cash, receivables and inventory management.	**8**
	TOTAL	**40**

Suggested Readings:

1. Fundamentals of Financial Management, Van Horne,Pearson
2. Essentials of Financial Management, IM Pandey, Vikas
3. Financial Management, Khan & Jain, McGraw Hill,
4. Financial Management, Srivastav &Misra, Oxford.
5. Financial Management, G Sudarsan Reddy, HPH
6. Financial Management – Tulsian (S Chand)
7. Fundamentals of Financial Management, Brigham, Cengage
8. Financial Management by PrasannaChandra , Tata McGraw Hill
9. Financial Management, Rustogi, Galgotia Publishing.

E Resources:

1. http://nptel.ac.in/courses/110105057/

TEACHING PEDAGODY:

1. Practical problems solve in groups
2. Doubt clearing in groups
3. Understanding real P/L account and Balance sheet of real firms.
4. Analyzing real financial statements of real firms.
5. Practical application of Tally software for Accounting for Manager

Project work for students

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	1	2	3	2	2	2	2	1	2	2	2	1	24
CO2	3	3	2	3	1	2	3	2	3	1	2	2	2	29
CO3	3	3	2	3	2	3	1	2	3	3	3	2	2	32
CO4	3	3	1	2	2	1	3	2	2	1	3	2	3	28
CO5	3	3	2	3	2	3	3	1	3	2	1	3	2	31
CO6	3	3	2	3	3	2	3	2	3	1	3	2	3	33
Total	17	16	11	17	12	13	15	11	15	10	14	13	13	177

MARKETING MANAGEMENT

Paper code: CP-205

Course description:

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

***Prerequisites**: The students should have the basic knowledge of marketing on different fields.*

COURSE OUTCOME

After completing this course the students should be able to:

CO1	Define of the basic concepts of global marketing strategies implementations & determine strategies for developing new products and services that are consistent with evolving marketing needs.
CO2	Understand to formulate a marketing plan including its objectives, marketing mix, strategies and criteria for its evaluation.
CO3	Applying strategy designed by the organizations to help the students to quickly identify and experience their brand
CO4	Interpreting Know the process of developing global marketing strategies.
CO5	Evaluate wholesale is a middleman that buys its merchandise from a third party supplier and resells the merchandise to retail businesses or the end consumer. A wholesaler normally does not sell to other wholesalers.
CO6	Construct to green Marketing encourages production of pure products by pure technology, conservation of energy, preservation of environment, minimum use of natural resources

UNIT	**CONTENTS**	**NO. OF HOURS**
I	Concept, Nature and scope of marketing, corporate orientations towards the marketplace, the marketing environment and environment scanning, marketing information system and marketing research.	**10**
II	Understanding consumer and industrial markets, market segmentation, targeting and positioning; product decisions – product mix, product life cycle, new product development.	**10**
III	Promotion decision – promotion mix, advertising, sales promotion, Direct Marketing, Public Relation and personal selling. Branding and packaging, labeling decisions, pricing methods and strategies.	**12**

IV	Channel selection and management, wholesaling, retailing, physical distribution system, vertical marketing systems, organizing and implementing, new issues in marketing-globalization, consumerism, green marketing, legal issues.	**8**
	TOTAL	**40**

Suggested Readings:

1. Enis, B.M. Marketing Classics: A selection of Influential Articles, New York, McGraw Hill, 1991.
2. Kotler, Philip and Amstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip, Marketing Management: analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, VS and Namakumari, S. Marketing Management: Planning, Control, New Delhi, MacMillan 1990.
5. Stanton, William, J. Fundamentals of Marketing, New York, McGraw Hill, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

E Resources:

1. https://www.wrike.com/marketing-guide/marketing-management/

TEACHING PEDAGOGY:

1. Practical problems solve in groups
2. Doubt clearing in groups
3. Understanding real P/L account and Balance sheet of real firms.
4. Analyzing real financial statements of real firms.
5. Practical application of Tally software for Accounting for Manager
6. Project work for students

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	3	2	3	2	3	1	2	2	2	1	3	29
CO2	3	3	3	2	2	1	3	2	3	1	2	2	3	30
CO3	3	3	2	3	3	2	3	1	2	3	2	3	2	32
CO4	3	2	1	3	3	2	2	1	2	2	1	1	2	25
CO5	1	3	3	3	2	2	3	2	3	1	3	2	3	31
CO6	2	2	3	1	2	1	2	2	2	3	3	3	2	28
Total	14	16	15	14	15	10	16	9	14	12	13	12	15	175

PRODUCTION AND OPERATIONS MANAGEMENT

Paper code: CP-206

Course description:

The course is designed to acquaint the students with decision making in: Planning, scheduling and control of production and operation functions in both manufacturing and services; productivity improvement in operations through layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Prerequisites*: The students should have the basic knowledge of production, operation management & quality management*

COURSE OUTCOME

After completing this course the students should be able to:

CO1	Describe the of operational function and management in production unit and to show different evolution in manufacturing firms
CO2	Understand broad idea about material management and cost reducing techniques & Understand the basic concepts of projects and its maintenance management.
CO3	Applying ideas about networking and process planning.
CO4	Interpreting Appreciate various facility location models and plant layout designs.
CO5	Evaluate Learn the concept of integrated materials management and various inventory control techniques.
CO6	Construct product designing, process designing and value engineering.

UNIT	CONTENTS	NO. OF HOURS
I	**Production and Operations Management:** Nature and scope of production and operations management , facility location, types of manufacturing systems and layouts, layout planning and analysis.	**10**
II	**Material Handling:** Principles – equipments, line balancing– problems, operation decisions – production planning and control - In mass production – in batch / job order manufacturing.	**10**
III	**Capacity Planning:** Models, process planning – aggregate planning – scheduling – maintenance management concept – work study, method study, work measurement, work sampling, work environment – industrial safety.	**12**

IV	**Quality Management and Supply Chain Management**– Concept of Supply Chain Management; Concept of Quality; Design of Quality Control System, Statistical Quality Control, Types of Control Chart – X Chart, R Chart, P Chart, TQM (Total Quality Management) Concepts, Introduction to ISO 9000 &14000 Standards.	**8**
	TOTAL	**40**

Suggested Readings:

1. Operations Management, Mahadevan, Pearson
2. Operations Management, Chase et.al – Tata McGraw Hill.
3. Production and Operations Management, S.N Chary, Tata McGraw Hill
4. Operations Management, Meenakhi Kumari, Cengage
5. Production and Operations Management, KaniskaBedi, Oxford
6. Production and Operations Management, K. Aswathappa, K. Shridhar Bhat, HPH
7. Production & Operations Management, SP Singh, Vikas Publication
8. Production and Operations Management, Panneerselvam , PHI
9. Essentials of Operations Management by Scott T Young – Sage Publication

TEACHING PEDAGODY:

1. Practical problems solve in groups
2. Doubt clearing in groups
3. Understanding real P/L account and Balance sheet of real firms.
4. Analyzing real financial statements of real firms.
5. Practical application of Tally software for Accounting for Manager

Project work for students

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	3	2	3	1	2	3	1	3	2	2	1	3	29
CO2	3	3	2	3	2	3	2	2	3	1	2	2	3	31
CO3	1	3	1	3	3	3	3	2	3	3	2	2	3	32
CO4	1	2	2	2	3	2	2	1	2	2	3	2	2	26
CO5	3	3	2	3	2	3	2	3	3	1	2	2	3	32
CO6	2	3	2	2	2	2	3	1	2	2	3	2	2	28
Total	13	17	11	16	13	15	15	10	16	11	14	11	16	178

RESEARCH METHODOLOGY

Paper code: CP-207

Course description:

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Prerequisites: *The students should have the basic knowledge of scope research objectives & techniques of software application.*

COURSE OUTCOME

After completing this course the students should be able to:

CO1	Define the of knowledge generation process through use of scientific methodology
CO2	Understand the different steps of a research process & differentiate conceptual and empirical research and the components thereof
CO3	Applying advanced statistical packages for data analysis
CO4	Interpreting writing a research report such as a thesis/dissertation/scholarly research article for a journal
CO5	Evaluate appropriate statistical method depends on the following three things: Aim and objective of the study, Type and distribution of the data used, and Nature of the observations
CO6	Construct the comprehensive layout of the research report should comprise preliminary pages, the main text and the end matter of the report.

UNIT	CONTENTS	NO. OF HOURS
I	**Basics of Business Research** Nature and scope of research, Defining Research Problems, Statement of research Objectives, and formulation, research Process. Issues in research process, Ethics in research.	10
II	**Sampling Design & Measurement Scaling** Concept of Sampling, good sample design, Process of sampling design, Probability Sampling Types- random, systematic, stratified, cluster; Methods of non-probability sampling-convenience, quota, snowball ; Sampling adequacy test. **Measurement Scaling**: Data Types- Nominal, ordinal, interval and ratio. Features of Sound measurement, Measurement Rating scales-types, Ranking scale, Tests of reliability, validity testing- types, Types of statistical errors.	10

III	**Methods of Data collection & Data Analysis** **Methods of Data collection:** Sources of research data- primary vs. secondary data, Methods of Primary data collection, Survey Methods, Design of Questionnaire **Data Analysis:** Selecting an appropriate statistical technique, field work and tabulation of data, analysis of data, use of SPSS and other statistical software packages, advanced techniques , Tests of significance: t-test, chi-square test, Z test, ANOVA, Correlation & regression Non-parametric tests: Sign test, Wilcoxon signed rank test, Run test, Man-Whitney, Factor analysis.	12
IV	Report Writing: Research Proposal Writing, Report Writing, Categories of Report, Layout and Parts of a Report, Presentation of a Report, Summer Placement Report, Preparation of Dissertation.	8
	TOTAL	40

Suggested Readings:

1. Andrews, F.M. and S.B. Withey, Social Indicators of Well Being, Plenum Press, NY, 1976.
2. Bennet, Roger: Management Research, ILO, 1983.
3. Fowler, Floyd J.Jr., Survey Methods, 2nd ed., Sage Pub., 1993.
4. Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys, Sage Pub., 1986. 5. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 2001.

TEACHING PEDAGODY:

1. Practical problems solve in groups
2. Doubt clearing in groups
3. Understanding real P/L account and Balance sheet of real firms.
4. Analyzing real financial statements of real firms.
5. Practical application of Tally software for Accounting for Manager

Project work for students

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	2	3	2	2	3	2	3	3	3	2	3	2	32
CO2	2	1	2	3	1	2	1	3	2	2	1	2	1	23
CO3	3	2	3	2	2	2	2	3	2	1	2	2	3	29
CO4	2	2	3	2	2	2	1	3	2	2	2	2	2	27
CO5	3	2	2	2	1	2	2	3	2	1	3	3	3	29
CO6	3	2	3	3	1	2	3	3	2	1	2	3	3	31
Total	15	11	16	14	9	13	11	18	13	10	12	15	14	171

INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT

Paper code: CP-208

Course description:

The primary objective of this course is to acquaint the students to emerging global trends in business environment.

***Prerequisites**: The students should have the basic understanding of business environment & management*

COURSE OUTCOME

After completing this course the students should be able to:

CO1	Define of the process of focusing on the resources of the globe and objectives of the organizations on global business opportunities and threats.
CO2	Understand markets have become truly global for most goods, many services, and especially for financial instruments of all types.
CO3	Applying knowledge about International business scenario, its environment, challenges and other international trade theory.
CO4	Interpreting acquire information of Development and Regulations of Foreign Trade, FEMA and BOP.
CO5	Evaluate Principles of Multilateral Trade Negotiations–GATT and its early Rounds–World Trade Organisation (WTO).
CO6	Construct ideas about Global Ownership Strategies: Strategic Alliance

UNIT	CONTENTS	NO. OF HOURS
I	**Nature, Scope and Environment of International Business:** Nature and Scope of International business, Significance, stages of Internationalization, Approaches of International Business, International Business Environment, Factors of International Business, Social, Economic, Political and Cultural Environment.	**10**
II	**Modes of International Business and Exchange Rate:** Modes of Entering International Business, Country Evaluation and Selection, International Negotiation, Issues in Asset Protection, Foreign Exchange Market Mechanism, Determinants of Exchange Rate, Euro Currency Market.	**10**
III	**World Financial Environment and IHRM :** World Financial Environment, Foreign Direct Investment, Tariff and Non-Tariff Barriers to trade, Global Competitiveness Index, Role of Multinationals in the development of developing countries, International Human Resource Management (IHRM).	**12**
IV	**Trade Blocks and WTO:** International Trade Blocks- NAFTA, ASEAN, SAARC, EU, WTO, and Implications of WTO on Indian Business, WTO and dispute settlement mechanism, Export marketing - Indian and Global context.	**8**
	TOTAL	**40**

Suggested Readings:

1. International Business and Management by P.Subba Rao, HPH

2. Francis Cherunilam, International Business
3. Bhalla, V.K. and s. Shivaramu, International Business Environment and Business, New Delhi, Anmol, 1995.
4. Bhalla, V.K. International Economy: Liberalisation Process, New Delhi, Anmol, 1993.
5. Daniel, John D and Radebangh, Lee H. International Business, 5th ed., New York, addision Wesley, 1986.
6. Eiteman, D.K. and Stopnehill, Al. Multinational Business Finance, New York, Macmillan, 1983.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

TEACHING PEDAGODY:

1. Practical problems solve in groups
2. Doubt clearing in groups
3. Understanding real P/L account and Balance sheet of real firms.
4. Analyzing real financial statements of real firms.
5. Practical application of Tally software for Accounting for Manager

Project work for students

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	2	3	2	2	1	2	1	3	1	2	2	2	26
CO2	2	1	3	3	2	2	2	2	3	2	2	1	2	27
CO3	2	2	2	2	3	3	3	1	3	2	1	2	3	29
CO4	1	2	2	2	2	2	2	1	2	3	1	2	2	24
CO5	3	2	2	3	2	1	2	2	2	3	2	2	3	29
CO6	3	3	2	3	3	2	2	2	2	3	1	2	3	31
Total	14	12	14	15	14	11	13	9	15	14	9	11	15	166

SEMESTER – III
BUSINESS POLICY AND STRATEGIC ANALYSIS

Paper code: CP-301

Course description:

The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

Prerequisites: **The students should have the basic understanding about laws and Acts based on the business enterprise.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the nature and importance of boniness Policy and strategy with company's mission and vision.
CO2	Understand the concept of corporate business, function and strategy management and the criticality of a mission statement.
CO3	Analysis and diagnose the company's external environmental impact on organizational policy and strategy.
CO4	Apply competitive strategies for an organizational growth, stability and renewal.
CO5	Evaluate the competitive strategies its offensive and defensive moves.
CO6	Develop a strategic Framework to control and evaluate the function of organization and market with continuous surveillance.

UNIT	CONTENTS	NO. OF HOURS
I	**Nature & importance of business policy & strategy:** Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement	10
II	**Environmental Analysis & Diagnosis**: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.	10
III	**Formulation of competitive strategies:** Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies, Types of renewal strategies	12

IV	**Strategic Framework:** Strategic analysis & choice, Strategic gap analyses,portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, Grand strategy selection matrix; Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.	8
	TOTAL	40

Suggested Readings:

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. &A.J Strickland III : Crafting and executing strategy,TMH
3. Gerry Johnson &Kevan Scholes, Exploring corporate strategies,PHI
4. UpendraKachru: Strategic Management, Excel books
5. Arthur A. Thompson Jr. and A.J.Strickland: Strategic Management -Concepts and Cases, McGraw-Hill Companies
6. Lawrence R. Jauch& William F. Glueck: Business Policy and Strategic Management (McGraw Hill Series in Management).

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Studen**
6. **t Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	3	1	3	3	1	2	1	2	3	1	1	2	26
CO2	2	2	1	3	3	2	3	1	2	1	1	1	3	25
CO3	2	3	1	3	2	3	3	2	3	3	1	1	3	30
CO4	3	3	1	3	3	3	3	2	2	3	1	1	3	31
CO5	2	2	1	3	2	2	3	2	3	2	1	2	3	28
CO6	3	3	2	3	3	3	3	2	2	2	2	2	2	32
Total	15	16	7	18	16	14	17	10	14	14	7	8	16	172

DECISION SUPPORT SYSTEMS

Paper code: CP-302

Course description:

The objective of the course is to develop the basic understanding of the decision support system of the artificial intelligence for business organization.

Prerequisites: **The students should have the basic understanding about Management Informatin System, Database Management System and Decision Support System.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the Management Information System, Database Management System and Decision Support System.
CO2	Understand the concept and importance of DSS, MIS and DMS.
CO3	Analysis the Managerial Decision making process, Organisatinal MIS and DMS.
CO4	Apply different models of decision making.
CO5	Evaluate the capabilities, components and classification of DSS.
CO6	Develop an effective MIS and DMS Model from determining organizational decision process

UNIT	CONTENTS	NO. OF HOURS
I	**Introduction to MIS**, Evolution of MIS, Need of MIS, Definition of MIS, Benefit of MIS, MIS function, objective, Characteristic , Development of Long Range Plans of the MIS, Ascertaining the Class of Information, Determining the Information Requirements, Development and Implementation of the MIS, Management of Information Quality in the MIS, Organisation for Development of MIS, MIS-Development Process Model.	**10**
II	**Managerial decision making:** Decision making process, problem solving techniques, how decisions are being supported – decisions styles group, Simon Model of decision making, features of various CBIS. Decision support system overview - relevance, scope, characteristic and capabilities, components and classification of DSS.	**10**
III	**Database management system**: Objective, characteristics, components and use of DBMS, types of database, Role of DBA. Model base management system: types of models, certainty, uncertainty, risk.	**12**

IV	**Information Security challenges in E-enterprise**: Introduction, Security Threats and Vulnerability, Controlling Security Threat and Vulnerability, Management Security Threat in E-business, Disaster Management, MIS and Security Challenges Dialog generation management system: user interface – graphic menus – forms DSS tools – DSS generators – specific DSS.	8
	TOTAL	40

Suggested Readings:

1. Jawadekar W. S.: Management Information System, TMH Publication.
2. Keen, peter G.W.: Decision Support System an Organisational Perspective Addison-Wesley Pub.
3. Theierauff, Robert J.: Decision Support System for effective planning - Prentice Hall - 1982.
4. Kroger, Donald W., and Hugh J. Watson: Computer Based Information System New York, 1984.
5. Davis, Michael W.: A management Approach - Macmillan Publishing company, Prentice Hall, New Jersey, 1988.
6. Andrew P.: Decision support System Engineering, Sage, John Wiley & Sons, New York, 1991.
7. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student P**
6. **oster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	1	1	1	2	1	1	1	1	2	1	1	2	17
CO2	1	2	1	2	3	2	1	1	2	1	1	1	2	20
CO3	3	3	1	2	3	3	3	1	3	2	1	1	2	28
CO4	3	2	2	2	3	2	3	1	3	2	1	1	1	26
CO5	2	2	2	3	3	2	3	1	3	3	1	1	2	28
CO6	3	2	2	2	3	3	3	1	2	2	1	1	2	27
Total	14	12	9	12	17	13	14	6	14	12	6	6	11	146

BUSINESS LEGISLATION

Paper code: CP-303

Course description:

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

Prerequisites: **The students should have the basic understanding about laws and Acts based on the business enterprise**.

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the law of contract and different terms of Laws relating business
CO2	Understand essential elements of contract and concept of various types of contract.
CO3	Analysis the rights of unpaid seller and concept of Negotiable Instrument Act.
CO4	Evaluate and understand the Companies Act and its amendments.
CO5	Understand the Consumer Protection Act and IT Act.
CO6	Develop Dispute Redressal Mechanism arising under various laws and Act.

UNIT	CONTENTS	NO. OF HOURS
I	**Law of Contract (1872):** Nature of contract; Classification; Offer and acceptance; Capacity of Parties to contract; Free consent; Consideration; Legality of object; Discharge of contract; Agreement declared void; Performance of Contract; Remedies for breach of contract, quasi-contracts.	**10**
II	**The Sale of Goods Act, 1930:** formation of a contract, rights of an unpaid seller, the Negotiable Instruments Act, 1981: nature and types, negotiation and assignment, holder-in-due course, dishonor and discharge of a negotiable instrument. : Contract of Agency: Mode of creating & revocation of Agency, Rights and Duties of Agents and Principals. Contract of Bailment (Rights and duties of Bailer and Bailee).	**10**
III	**The Companies Act, 1956& Amendment 2013:** Nature and types of companies, formation, memorandum and articles of association, prospectus, borrowing powers, Management and meetings, prevention of oppression and mismanagement, winding up.	**12**

IV	**Consumer Protection Act 1986 :** Meaning, Definition and Objects, Consumer Protection Councils, Consumer Disputes Redresal Machinery Cyber Laws :The information Technology Act 2000 – Digital signature-Electronic Governance, Penalties and Adjudication – offences.	8
	TOTAL	**40**

Suggested Readings:

1. Tuteja, S.K. Business law for Managers, New Delhi, Sultan Chand, 1998.
2. Essentials of Mercantile Law, N.D.Kapoor, S.Chand and Sons, New Delhi
3. Business Law, Gulsan, Excell Book, New Delhi
4. Avtar Singh, Company law, 11th ed. Lucknow, Eastern, 1996.
5. Khergamwala, J.S. The Negotiable Instrument Acts, Bombay, N.M. Tripathi, 1980.
6. Ramaiya, A. Guide to the Companies Act, Nagpur, Wadhwa, 1992.
7. Shah, S.M. Lectures on Company Law, Bombay, N.M. Tripathi, 1990.The list of cases and specific references including recent articles will be announced in the class at thetime of launching of the course

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Mentor and mentees for skill enhancement**
4. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	3	2	3	2	1	1	1	2	2	2	2	3	27
CO2	3	2	2	3	2	2	1	1	2	2	3	2	2	27
CO3	2	2	3	2	2	2	2	2	1	2	2	2	2	26
CO4	3	3	2	3	2	1	1	1	2	2	2	2	3	27
CO5	3	3	3	2	2	1	2	1	2	2	3	3	3	30
CO6	3	3	3	2	3	3	3	2	3	2	3	3	3	36
Total	17	16	15	15	13	10	10	8	12	12	15	14	16	173

SUMMER TRAINING PROJECT REPORT & VIVA VOCE

Paper code: CP-304 (Full Marks: 100 (Project Report: 70, Viva Voce: 30)

Course description:

The candidates are required to undergo summer training for a period of six to eight weeks during the summer vacation in an organization (Service/Industry/Business) under the supervision of an officer of the organization concerned not below the rank of Deputy Manager. After the successful completion of summer training the candidate has to submit a project report to the department within 3 weeks of completion of the training.

The project report will be evaluated both by the internal examiner (HOD/Coordinator) and an External Examiner, preferably an officer of an organization, or an academician. They will also c

Conduct the viva voce examination.

FINANCE AREA

SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT

Paper code: FM-305

Course description:

The objective of this paper is to improve the skills of taking intelligent investment decisions and managing them in a rational and systematic manner. It also provides a sound intellectual framework for taking investment decisions and the ability to keep emotions from corroding that decision.

Prerequisites: **The students should have the basic knowledge of securities, portfolio, stock market and investment.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the features and objectives of investment.
CO2	Understand the basic concept of Security and Portfolio Management
CO3	Analysis and compute the Risk and return on Portfolio with the help of various indicators and charting tools.
CO4	Apply efficient set , feasible set and utility theory for making an effective Portfolio
CO5	Evaluate and monitor the Portfolio performance and learn the best technique for Portfolio Management.
CO6	Develop an effective strategy for investment using the technical tools of charting, indicators and volume price interpretation.

UNIT	CONTENTS	NO. OF HOURS
I	**Investment:** Features and objectives, Alternative forms of investment, Risk & Return on investment measuring risk and return on 2 Asset on 'n' asset portfolio, Markowitz Efficient function.	**10**
II	Sharpe's Single Index model, Computation of Risk and Return on a portfolio, Interpretation of portfolio, Alpha, Beta, Efficient frontier with risk free lending and borrowing capital that live, securely Masher live, CAPM, pricing of securities with CAPM, Arbitrage pricing theory.	**10**
III	**Portfolio Selection:** feasible set portfolios, efficient set, utility theory, selection of optional portfolio using utility concept, Markowitz portfolio optimization, Sharpe portfolio optimization, Efficient Market Hypothesis.	**12**

IV	Fundamental Analysis, Economic, Industry and Company Analysis, Technical Analysis, Charting tools, Volume and price trends, technical indicators, Performance Evaluation of portfolio, portfolio management strategies	8
	TOTAL	40

Suggested Readings:

1. Security Analysis & Portfolio Management, V.K.Bhalla, S.Chand
2. Security Analysis & Portfolio Management, S.Kevin, PHI
3. Investment Management(SAPM), Preeti Singh, Himalaya Publishing House
4. SAPM, K. Sasidharan, Alex K.Mathews, Tata McGraw Hill
5. Investment Management and Security Analysis, Dhanesh Kumar Khatri, Mac Millan

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	2	2	3	2	2	2	1	2	2	2	2	27
CO2	2	2	2	2	2	2	2	2	1	3	2	2	2	26
CO3	2	3	2	2	3	2	2	3	2	2	2	3	2	30
CO4	2	2	2	2	3	2	2	3	2	2	1	3	2	28
CO5	3	2	2	2	3	2	2	3	1	2	1	3	2	28
CO6	2	2	2	2	2	2	2	3	1	2	1	3	2	26
Total	13	14	12	12	16	12	12	16	8	13	9	16	12	165

CORPORATE RESTRUCTURING

Paper code: FM-306

Course description:

To acquaint the students with the concept and process of corporate restructuring like Mergers and Acquisitions, takeovers, LBOs, MBOs etc Course Contents

Prerequisites: **The students should have the basic knowledge of corporate restructuring, financial mergers and Acquisitions.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define various types of corporate restructuring.
CO2	Understand the importance and reasons for corporate restructuring.
CO3	Analysis the mergers and acquisitions in corporate restructuring.
CO4	Apply the financial aspect of mergers and acquisitions through DCF technique.
CO5	Evaluate the cash flow, capital estimate, terminal value and value per share
CO6	Develop accounting principles for mergers and acquisitions in an organization.

UNIT	CONTENTS	NO. OF HOURS
I	**Corporate restructuring** – Introduction, types of corporate restructuring, importance of corporate restructuring, reason for success of corporate restructuring, reason for failure of corporate restructuring.	10
II	**Mergers and acquisitions:** Types of combinations, forms of merger, significance of mergers, analysis of mergers and acquisitions	10
III	**Financial aspects of mergers and acquisitions:** Evaluation of merger through DCF technique, estimation of cash flow, estimation of cost of capital, estimation of terminal values, estimation of value per share	8
IV	Financing a merger, cash offer, exchange of shares, impact of EPS, merger negotiations, significance of P/E ratio, leveraged buy outs, management buy outs, tender offer, Regulation of mergers and acquisitions, accounting principle for mergers and acquisitions.	12
	TOTAL	40

Suggested Readings:

1. Takeovers, Restructuring and Corporate Governance - (Person) Education Asia J. Fred Weston, Juan A. Sile, Brain A. Johnson
2. Corporate Dynamism Curo PiimpinJaico Publishing House Delhi
3. Ramanujan, Mergers ET AL Issues, Implication and Cases, Law in Corporate Restructuring, Tata McGraw Hill
4. Michel Franken, E.S.Merger and Acqusition Basic, John Willey, New Delhi
5. Blomayl and Jaridan, M &Blackwel Publisher
6. Wesdon Fred, Merger Restructuring and Corporate Control, PHI, New Delhi

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	2	2	2	2	2	2	1	1	2	1	2	2	23
CO2	2	3	1	1	2	2	2	2	2	2	1	2	2	24
CO3	2	2	1	2	2	2	2	3	1	2	1	3	2	25
CO4	3	3	1	2	3	2	2	3	2	2	2	3	2	30
CO5	2	3	2	2	2	2	2	3	1	2	1	3	2	27
CO6	2	3	1	2	2	2	2	3	1	2	1	3	2	26
Total	13	16	8	11	13	12	12	15	8	12	7	16	12	155

INTERNATIONAL ACCOUNTING

Paper code: FM-307

Course description:

The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyze the accounting measurement and reporting issues unique to multinational business transactions.

Prerequisites: **The students should have the basic knowledge of accounting, financial markets and business transactions**.

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the international dimensions of accounting, conceptual development and comparative development pattern.
CO2	Understand the concept of financial accounting, inflation in market and business transactions.
CO3	Analysis currency transactions with international standards and foreign financial statement.
CO4	Apply these dimensions of accounting in multinational corporations.
CO5	Evaluate the process of transactions.
CO6	Develop a transparent decentralized management system for financial transactions.

UNIT	CONTENTS	NO. OF HOURS
I	**International dimensions of accounting** – Introduction and development of international accounting, Need of Harmonization. Scope; importance and difficulties in international accounting. Consolidation of foreign financial statement.	10
II	**Currency transactions**– issues in foreign currency translation. International transactions and their recording. Forward exchange contract and recording. Diversity in transaction method. International Standards, International GAAP on foreign currency translation. Indian GAAP and US GAAP on foreign currency translation. Application of IAS 21. Provision for translation of integral operations, Provision for translation of non-integral operation. Disclosure requirement.	10
III	**International perspective** on inflation accounting; Financial reporting and disclosure- segment reporting and interim reporting.	10
IV	**Analyzing foreign financial statement-** horizontal analysis and vertical analysis. Transfer pricing.	10
	TOTAL	40

Suggested Readings:

1. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.

2. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
3. Evans, Thomas G. International Accounting & Reporting, London, MacMillian, 1985.
4. Gray, SJ. International Accounting and Transnational Decisions, London, Butterworth, 1983.
5. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.
6. A.K.Dasmohapatra, International Accounting, PHI, New Delhi (2007)

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	1	2	1	1	3	2	2	2	2	2	2	2	2	24
CO2	1	2	2	2	2	2	2	2	2	2	2	2	2	25
CO3	3	3	2	2	2	2	2	3	1	3	2	2	2	29
CO4	2	3	2	2	2	2	2	3	1	3	2	2	2	28
CO5	3	3	2	2	2	2	2	3	2	3	1	2	2	29
CO6	3	2	2	2	2	2	2	3	2	3	2	2	2	29
Total	13	15	11	11	13	12	12	16	10	16	11	12	12	164

FINANCIAL DERIVATIVES

Paper code: FM-308

Course description:

The objectives of this course are to give an in depth knowledge of the functioning of derivative securities market.

Prerequisites: **The students should have the basic knowledge of derivative securities market in the India context.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define financial derivative securities and the factors contributing to the growth of derivatives Market in India.
CO2	Understand the features and types of financial derivatives securities in Indian Market
CO3	Analysis the Future Market contracting and pricing, analysis the trading mechanism and theories of Future price.
CO4	Apply strategies for trading of derivatives in Indian Market, apply the combine hedging strategies of Future and options.
CO5	Evaluate various strategies and performance of portfolio.
CO6	Develop a sound strategies for trading Future, option, currency, Cash, Metal and equity in the Stock Market.

UNIT	CONTENTS	NO. OF HOURS
I	**Financial Derivatives:** Introduction, Features, Types, History of Derivatives Market, Use of Derivatives, Critiques of Derivatives. Traders in Derivative Markets, Factors contributing to the growth of Derivatives. Financial Derivatives Market in India. **Forward contract-** Introduction, Features of Forward contract, Classification of Forward Contract.	10
II	**Future Contract:** Introduction, Financial Futures contracts, Types, Evolution of Futures Market in India, Operators/Traders in Future Market, Functions and growth in Future Market, Future Market trading Mechanism, valuation. Theories of Future prices. Risk management, Hedging Concepts– Long, Short, Cross. Forward Vs Future. Arbitrage opportunity.	10
III	**Swap Contract:** Introduction to swap concept, concept, Nature, Evolution, Features, Types of Swaps, Mechanics, Valuation. Over view of Commodity Derivatives.	12

IV	**Option Contract-** Introduction, Features, Types. Put- Call parity. Determinants of option pricing. Valuation of options- Black–Scholes option pricing model, Binomial Option pricing model. Option Greeks. Hedging and Trading with option. Distinction between option and futures contracts.	8
	TOTAL	**40**

Suggested Readings:

1. Options, Futures and Other Derivatives - Hull / Basu - Pearson
2. Financial Derivatives - Theory, Concepts and problems - Gupta - PHI
3. Derivatives and Risk Management - Srivastav - Oxford
4. Options and Futures, Patwari and Bhargava, Jaico
5. Risk Management and Derivatives - Stulz - Cengage
6. Derivatives and Risk Management - Varma - TMH
7. Introduction to Derivatives, Johnson, Oxford
8. Financial Derivatives - B. Mishra / S.S. Debashis - Excel Books
9. Financial Derivatives - Kumar - PHI
10. Derivatives Simplified, Bhaskar, Mahapatra, Sage
11. Mastering Derivatives Markets, Taylor, Pearson

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	2	2	2	2	2	2	1	2	2	2	2	26
CO2	2	3	2	2	2	2	2	2	1	2	2	2	2	26
CO3	2	3	2	2	2	2	2	3	1	3	1	2	2	27
CO4	2	3	2	2	2	2	2	3	1	3	1	2	2	27
CO5	2	3	2	2	2	2	2	3	1	3	1	3	2	28
CO6	2	3	2	2	2	2	2	3	1	3	1	3	2	28
Total	12	18	12	12	12	12	12	16	6	16	8	14	12	162

PROJECT PLANNING, ANALYSIS AND MANAGEMENT

Paper code: FM-309

Course description:

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Prerequisites: **The students should have the basic knowledge of capital expenditure, planning and management system.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the characteristics and classification of project Management. Define the Role and responsibilities of Project Manager.
CO2	Understand the concept and important of project Management, its generation and screening.
CO3	Analysis the Project section process, its life cycle and asses the roles and responsibilities of project manager.
CO4	Apply technical, situational and financial analysis to implement a project activities.
CO5	Evaluate and determine the risk, benefits and constrains of a project
CO6	Develop Network technique for project Management and its appraisal.

UNIT	CONTENTS	NO. OF HOURS
I	**Generation and screening of project idea:** Concept of project and project management, Characteristics of project, Project Family tree, Classification of Project, Project selection process, Project life cycle, Project report, Project appraisal, Tools and techniques for project management, Project manager's roles and responsibilities	10
II	Capital expenditure, importance and difficulties, market demand and situational analysis. Project financing in India, problem of time and cost overrun in public sector enterprises in India, Assessment of the tax burden	10
III	Technical analysis, financial analysis, analysis of project risk, firm risk and market risk, social cost benefit analysis, multiple projects and constraints.	12
IV	Network techniques for project management, project review and administrative aspects. Environmental appraisal of projects	8
	TOTAL	40

Suggested Readings:

1. Prasana Chandra: Projects-Planning Analysis, Selection, Implementation &

2. Review, Tata McGraw Hill, New Delhi.
3. PrasanaChandra : Financial Management, Tata McGraw Hill, New Delhi.
4. M.Shaghil and M. Mushtaque : Project Planning and Management Vol. 1
5. C. Choudhury : Project Management, Tata McGraw Hill, New Delhi – 1995
6. I.M. Pandey : Financial management, Vikas Publishing. Ed. 8.
7. Laura Brown and Tony Grundy : Strategic Project Management
8. P. Gopala Krishnan and V. Rama Moorthy : Project Management
9. Johan, M. Nicholas : Project Management for Business &Technology,Ed. 2nd.

References:

1. Bryce, M.C.: industrial Development, McGraw Hill, (inl. Ed.), New York.
2. Chandra, Prasanna: Project Preparation, appraisal and Implementation, Tata McGraw Hill, Delhi.
3. IDBI: Manual of Industrial Project Analysis in Developing Countries.
4. OECD: (i) Manual for Preparation of Industrial Feasibility Studies (ii) Guide to Practical Project Appraisal.
5. Pitalo, R.L.: Project Appraisal Techniques, Oxford and IBH.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	2	1	3	2	2	2	2	2	2	2	1	2	25
CO2	3	2	1	3	3	2	2	2	2	2	2	1	1	26
CO3	3	2	1	3	3	2	2	2	2	2	2	1	2	27
CO4	3	3	1	2	3	2	2	2	2	2	2	1	2	27
CO5	3	2	2	3	3	3	2	2	2	2	2	1	1	28
CO6	3	3	2	3	3	3	2	2	2	2	2	2	2	31
Total	17	14	8	17	17	14	12	12	12	12	12	7	10	164

INTERNATIONAL FINANCE

Paper code: FM-310

Course description:

It provides a sound understanding of the nature and management of foreign exchange exposure, international financial markets and instruments

Prerequisites:**The students should have the basic knowledge of Foreign Exchang and international market.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the international financial system and capital flow.
CO2	Understand the concept and important of international monetary system.
CO3	Analysis Foreign Exchange Market and determine the exchange rates.
CO4	Apply demand and supply theory to manage international finance system
CO5	Evaluate the factor affecting exchange rates and stability of exchange Rates.
CO6	Develop a strategy for forecasting the exchange rate and managing the risk and exposure.

UNIT	CONTENTS	NO. OF HOURS
I	International financial system and capital flows, international monetary system European monetary system	**10**
II	Foreign exchange markets, managing exchange rate and foreign exchange reserves, theories of exchange rates, purchasing power parity, interest rate parity and international fisher effect	**10**
III	Determination of exchange rates, the balance of payments accounts, supply and demand view of exchange rates, the factors affecting exchange rates, the stability of exchange rates, exchange rate forecasting	**12**
IV	Managing foreign exchange risk and exposure: Accounting exposure, real changes in exchange rates, Operating exposure, hedging risk and exposure	**8**
	TOTAL	**40**

Suggested Readings:

1. Maurice D. Levi , International Finance, McGraw Hill, Inc., New Delhi
2. P.G.Apte, International Financial Management, Tata McGraw Hill, New Delhi
3. V.K.Bhalla, International Financial Management, Anmol Publications Pvt. Ltd, New Delhi
4. Alan C. Shapiro, Multinational Financial Management, Prentice hall of India (Pvt) Ltd, New Delhi
5. Keith Pilbeam, International Finance, McMillon Publishing House, New Delhi

6. V.Sharan, International Finance Management, PHI, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at thetime of launching of the course.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	2	1	3	2	1	2	2	1	2	2	2	2	24
CO2	2	3	1	3	2	2	2	1	2	2	2	2	2	26
CO3	3	3	1	2	3	3	3	1	2	2	2	2	2	29
CO4	2	2	1	3	3	3	3	3	2	2	2	2	2	30
CO5	2	3	2	2	2	2	2	2	2	2	2	2	2	27
CO6	3	3	2	3	2	3	2	2	2	2	2	2	2	30
Total	14	16	8	16	14	14	14	11	11	12	12	12	12	166

MARKETING AREA

CONSUMER BEHAVIOUR

Paper code: MM-305

Course description:

The basic objective of this course is to develop and understanding about the consumer decision-making process and its applications in marketing function of firms.

Prerequisites: **The students should have the basic knowledge of costumer behaviour and market function.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the consumer behaviour and marketing strategy.
CO2	Understand various determinants attesting the consumer behaviour.
CO3	Analysis the personality, perception and attitude of consumer, which influences the decision making process.
CO4	Apply Psychographic, opinion and lifestyle of reference group, social group, pear group, class group that influence the consumer behaviour.
CO5	Evaluate the model of consumer behaviour as to measure the performance of predicted consumer behaviour.
CO6	Develop a strategy and model of consumer behavour determining the decision making process.

UNIT	CONTENTS	NO. OF HOURS
I	**Introduction to consumer behaviour**; consumer behaviour and marketing strategy; consumer involvement, Diffusion of innovation, consumer decision making process, Factors influencing consumer decision making process	**10**
II	**Information search process;** Determinants of Behaviour- Personality, perception, attitude, learning, evaluative criteria and decision rules; consumer motivation.	**10**
III	**Psychographics and lifestyle;** reference group influence. Group influence on consumer behavior- social class, social group, opinion leaders. Family: Role and structure, Family life cycle, purchasing decision, changing role of families.	**12**
IV	**Models of consumer behaviour;** Howard-seth model, Angle-Blackwell-kollat model, Nicosia model, Family decision making model	**8**
TOTAL		**40**

Suggested Readings:

1. Assail, H. Consumer Behaviour and Marketing Action, Ohio, South western, 1995.
2. Engle, JF. Etc. Consumer Behaviour, Chicago, Dryden Press, 1993.

3. Howard, John A. etc. Consumer Behaviour in Marketing, Englewood Cliffs, New Jersey, prentice Hall Inc. 1989.
4. Hawkins, DI. Etc. Consumer Behaviour: Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993.

The list of cases and specific references including recent articles will be announced in the classat the time of launching of the course.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	3	3	1	3	3	3	1	2	1	1	2	1	27
CO2	3	2	3	3	1	2	1	2	3	2	3	3	3	31
CO3	3	2	3	3	1	2	1	2	3	2	3	3	3	31
CO4	2	3	3	2	1	2	2	3	3	2	3	3	3	32
CO5	3	3	2	2	2	3	3	3	1	1	3	2	3	31
CO6	2	3	2	2	2	3	3	1	1	2	2	3	3	29
Total	16	16	16	13	10	15	13	12	13	10	15	16	16	181

ADVERTISING MANAGEMENT

Paper code: MM-306

Course description:

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising program.

Prerequisites: **The students should have the basic knowledge of Marketing and advertisement**.

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the power, types and role of advertising in the marketing process.
CO2	Understand the legal ethical and social aspects of advertising.
CO3	Analysis the need and influencing strategy to attract the consumers.
CO4	Apply the strategy building of advertising programme with campaign planning, Media and budgeting
CO5	Evaluate advertising effectiveness and performance.
CO6	Develop a creating strategy for informative and attracting advertisement.

UNIT	CONTENTS	NO. OF HOURS
I	**Introduction, meaning and framework of Advertising**; Advertising and its types, Advertising's role in the marketing process; legal ethical and social aspects of advertising.	10
II	**Building of advertising program**- message, headlines, copy, logo, illustration, appeal, layout; campaign planning; Media planning; budgeting.	10
III	**Evaluation** – Advertising Effectiveness tests, recognition, recall, experimental designs; Dagmar approach – determination of target audience. Overview of an Advertising Agency; Departments of an Advertising Agency; selection compensation and appraisal of an agency;	12
IV	**Advertising campaign** – advertising Vs consumer behavior; sales promotion – role of creative strategies; advertising – retail, national, cooperative, political, international, public service advertising, Rural Advertising	8
	TOTAL	40

Suggested Readings:

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion, 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.

4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	3	2	3	2	1	2	3	3	3	2	2	31
CO2	2	2	3	2	2	2	2	1	2	3	3	3	2	29
CO3	3	3	1	2	2	3	3	2	3	2	3	3	3	33
CO4	2	3	3	2	3	3	3	1	2	2	2	3	3	32
CO5	2	3	3	3	2	3	3	1	3	3	2	3	3	34
CO6	3	3	2	1	2	3	1	1	3	2	3	2	3	29
Total	14	17	15	12	14	16	13	8	16	15	16	16	16	188

MARKETING OF SERVICES

Paper code: MM-307

Course description:

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis

Prerequisites: **The students should have the basic knowledge of Marketing and services.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the concept and important of service marketing.
CO2	Understand the reasons behind the growth of services sector in India and 7 P's of service marketing.
CO3	Analysis the Management, and Strategies of Service Marketing
CO4	Apply the demand supply theory for providing service to the costumers/clients.
CO5	Evaluate the quality issue, gap, model, delivery channel, conflict and resolutions of Service Marketing.
CO6	Develop strategy and model of SERVQUAL to implement in Financial, Tourism, Education, Health and Telecom Service.

UNIT	CONTENTS	NO. OF HOURS
I	Meaning, Definition, Characteristics of services, Comparison of goods with services. classification of services, Evolution and growth of service sector in India. Reasons behind the growth of service sector in India, 7 P's of service marketing.	**10**
II	Service marketing triangle, Service marketing planning, Service marketing research, Managing demand of services, Service encounter management, Strategic service marketing	**10**
III	Quality issue and models, GAP Analysis, SERVQUAL, New service development, Service life cycle, Service research, Service delivery channels: direct channel, franchising, agents, broker, internet channels, Channel conflicts and resolution.	**12**
IV	Marketing of Financial service, Tourism service, Education service, health services, Telecom services.	**8**
	TOTAL	**40**

Suggested Readings:

1. Lovelock, Christopher H. Managing Services : Marketing Operations and Human Resources, Englewood Cliffs, New Jersey, Prentice Hall Inc, 1999
2. Lovelock, Christopher H. Services Marketing, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993

3. McDonald, Malcolm and Payne, A. Marketing Planning for services, Butterworth, Heinemann, 1996
4. Newton MP Payne, A. The Essence of Service Marketing, New Delhi, Prentice Hall of India, 1996
5. Verma, HV, Marketing of Services, New Delhi, Global Business Press, 1993

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	3	1	1	3	2	2	2	3	3	2	2	1	28
CO2	3	2	2	1	2	3	3	3	3	3	2	1	1	29
CO3	2	3	3	2	2	3	2	2	2	3	2	2	2	30
CO4	2	3	3	1	2	3	3	3	2	3	2	1	3	31
CO5	2	2	3	3	1	3	2	2	2	1	1	2	2	26
CO6	2	3	3	1	3	3	2	2	2	3	1	1	2	28
Total	14	16	15	9	13	17	14	14	14	16	10	9	11	172

INTERNATIONAL MARKETING

Paper code: MM-308

Course description:

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Prerequisites: **The students should have the basic knowledge of marketing, packaging delivering of product and service.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the concept of international marketing and international institutions.
CO2	Understand policy and procedures of import and export business, ECGC, commodity boards etc.
CO3	Analysis the constraints on international Marketing like fiscal and non fiscal barriers, non-tariff barriers.
CO4	Apply the international marketing practice in domestic business
CO5	Evaluate the performance of promotional infrastructure of import-export marketing
CO6	Develop a strategy for effective promotion, pricing and distribution for international business

UNIT	CONTENTS	NO. OF HOURS
I	**International marketing** – definition, concept and setting; distinctions between international trade, marketing and business; economic environment of international marketing, Trading partners – bilateral trade agreements.	10
II	**International institutions** – World Bank, IMF, UNCTAD, WTO, customs union, common markets, free trade zones, economic communities; constraints on international marketing – fiscal and non-fiscal barriers, non-tariff barriers. Commodity agreements and GSP; India and World trade.	10
III	Import and export policy, direction and quantum of India's export; institutional infrastructure for export promotion; export promotion councils, public sector trading agencies, ECGC, commodity boards etc; procedure and documents – registration of exporters, export quotations, production and clearance of goods for exports, shipping and transportation, insurance, negotiation of documents.	12
IV	**Instruments of payments** – open account, bills of exchange; letter of credit – export finance; international marketing mix – identification of markets, product policy, international product life cycle, promotion strategy, pricing strategy and distribution strategy; various forms of international business; marketing of joint ventures and turnkey projects.	8
	TOTAL	**40**

Suggested Readings:

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, JJ, International Marketing: Analysis and Strategy, New Delhi, Prentice Hall of India, 1995.
5. Pripalomi, V.H.: International Marketing, Prentice Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	3	3	2	3	2	3	1	2	3	1	2	3	31
CO2	3	3	3	3	2	2	1	1	3	3	2	3	2	31
CO3	2	2	3	1	2	3	3	2	2	3	2	2	3	30
CO4	2	3	3	1	2	3	3	2	3	3	2	2	3	32
CO5	2	3	2	3	2	3	2	2	3	3	1	2	2	30
CO6	2	3	1	1	2	3	3	1	2	3	2	2	3	28
Total	14	17	15	11	13	16	15	9	15	18	10	13	16	182

SALES AND DISTRIBUTION MANAGEMENT

Paper code: MM-309

Course description:

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Prerequisites: **The students should have the basic knowledge of Sales and distribution Management, and different market channels.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the nature and scope of Sales Management and Distribution Management.
CO2	Understand the formulating process and personal selling objectives
CO3	Analysis the supervision of salesman and introduce programmes.
CO4	Apply attractive strategies for wholesaling and retailing and logistic of distribution.
CO5	Evaluate and asses the performance of Marketing channels
CO6	Develop a information system and channel Management system to monitor the abidance of the polices and legal Acts.

UNIT	CONTENTS	NO. OF HOURS
I	**Nature and scope of sales management;** setting and formulating personal selling objectives; recruiting and selecting sales personnel; developing and conducting sales training programmes.	**10**
II	**Designing and administering compensation plans;** supervision of salesmen; motivating sales personnel; sales meetings and sales contests; designing territories and allocating sales efforts; objectives and quotas for sales personnel; Developing and managing sales evaluation programme.	**10**
III	**An overview of marketing channels, their structure, functions and relationships;** channel intermediaries – wholesaling and retailing; logistics of distribution; channel planning, organizational patterns in marketing channels; managing marketing channels.	**12**
IV	Marketing channel policies and legal issues; information system and channel management; assessing performance of marketing channels; international marketing channels. Digital Marketing channels	**8**
	TOTAL	**40**

Suggested Readings:

1. Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1992.
2. Anderson, R. Professional Personal Selling, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.

3. Buskirk, RH and Stanton, WJ. Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.
4. Dalrymple, DJ. Sales Management: Concepts and Cases, New York, John Wiley, 1989.
5. Johnson, EM etc. Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	3	2	3	2	2	1	2	3	3	2	3	31
CO2	3	3	3	2	2	3	3	1	2	2	3	3	3	33
CO3	2	3	1	2	2	3	3	1	2	1	1	2	3	26
CO4	2	3	2	3	2	2	2	3	3	1	3	3	3	32
CO5	2	2	3	2	2	1	2	2	3	1	1	3	3	27
CO6	3	2	1	1	3	1	3	2	2	1	2	2	3	26
Total	14	16	13	12	14	12	15	10	14	9	13	15	18	175

RETAIL MANAGEMENT

Paper code: MM-310

Course description:

The course will focus on manufacturers' perspective on retailers and understanding of the retail business.

Prerequisites: The students should have the basic knowledge of production manufacturing and retailer business.

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the formats and structure of market retailing.
CO2	Understand the consumer purchase behaviour; cultural and social group influence.
CO3	Analysis the traffic flow, pattern, population and its mobility.
CO4	Apply strategy like creative display, retail discount pricing and offers to attract consumer.
CO5	Evaluate Role of IT in Supply chain management and Direct Marketing and Selling
CO6	Develop a modern strategy for retailing through using internet

UNIT	CONTENTS	NO. OF HOURS
I	**An introduction to the retailing system, retailing mix** – social forces – economic forces – technological force – competitive forces; retailing definition, structure, different formats – marketing concepts in retailing.	10
II	**Consumer purchase behaviour** – cultural and social group influence on consumer purchase behaviour; retail store location – traffic flow and analysis – population and its mobility – exteriors and layout – customer traffic flows and pattern – creative display.	10
III	**Merchandise planning** – stock turns, credit management, retail pricing, return on per sq. feet of space – retail promotions – staying ahead of competition. Supply chain management – warehousing – role of IT in supply chain management; franchising.	12
IV	**Direct marketing / direct selling** – exclusive shops – destination stores – chain stores – discount stores an other current and emerging formats – issues and options; retail equity, technology in retailing – retailing through the internet.	8
	TOTAL	40

Suggested Readings:

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993.
2. Diamond, Jay and Gerald Pintel Retailing, Prentice Hall, NJ, 1996.
3. Drake, Mary Francis, J.H. Spoone and H. Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
4. Levy, Michael & Barton a. Weitz Retailing Management, 2nd ed. Irwin, London, 1995.

5. Morgenstein, Melvin and HarriatStrongin Modern Retailing

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	2	1	1	3	2	1	1	2	2	1	2	2	22
CO2	2	3	3	1	2	3	2	1	3	2	1	2	3	28
CO3	1	2	2	2	2	3	3	2	2	3	2	1	2	27
CO4	2	3	3	1	2	3	3	2	2	1	3	3	3	31
CO5	3	3	3	3	3	3	3	3	2	1	3	3	3	36
CO6	3	3	3	2	3	3	3	3	2	2	3	2	3	35
Total	13	16	15	10	15	17	15	12	13	11	13	13	16	179

HUMAN RESOURCE MANAGEMENT AREA

MANAGEMENT OF INDUSTRIAL RELATIONS

Paper code: HR-305

Course description:

Organizational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

Prerequisites: **The students should understand the basic concept of industries, Trade Union and organizational Management**.

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the importance of Human Resource Planning for an organization.
CO2	Understand various legal frame work of Industrial Relation
CO3	Analysis the role and future of trade unions and employee Management.
CO4	Apply Skills for fair negotiation and collective settlement.
CO5	Evaluate employee empowerment and quality Management in view of industrial relation.
CO6	Design an effective strategy for developing participation Management System.

UNIT	CONTENTS	NO. OF HOURS
I	**Industrial Relations Perspectives:** Industrial relations and the emerging socio-economic scenario, industrial relations and the state. Industrial relations system in India: Structure and its evolution; Major contemporary developments in global economy and their impact on industrial relations scenario in India.	10
II	**Legal Frame Work of Industrial Relations:** Role and future of trade unions, trade union and employee management. Forms and trends of industrial conflicts and collaboration; Emerging trends in Union-Management relations.	10
III	**Discipline and Grievance management:** Negotiation and collective settlements. Employee empowerment and quality management, technology and industrial relations.	12
IV	**Participative management:** Rationale, Issues and for participation, Strategies for making participation effective.	8
	TOTAL	**40**

Suggested Readings:

1. Venkataratnam, C. S. *Industrial Relations: Text and Cases*. Delhi. Oxford UniversitynPress.
2. Bray, M, Deery.S, Walsh.J, and Waring P, *Industrial Relations: A Contemporary Approach*, Tata Mc Graw Hill.

3. Dwivedi, R.S., *Managing Human Resources: Industrial Relations in Indian Enterprises*, New Delhi, Galgotia Publishing Company.
4. Singh, P., & Kumar, N. *Employee Relations Management.* New Delhi: Pearson Education India.
5. Mamoria C.B. & S. Mamoria: *Dynamics of Industrial Relations in India.* Mumbai. Himalaya Publishing House.
6. Niland R. et. al .*The Future of Industrial Relations*, New Delhi. Sage.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	2	2	3	2	2	3	1	3	3	2	3	3	31
CO2	2	2	2	2	2	3	1	1	2	2	2	3	3	27
CO3	3	3	3	2	2	2	2	1	3	2	2	3	3	31
CO4	3	3	3	1	2	3	3	3	3	2	2	3	2	33
CO5	3	3	3	2	2	2	1	1	3	2	2	3	3	30
CO6	3	3	3	2	2	3	2	2	3	2	2	2	3	32
Total	16	16	16	12	12	15	12	9	17	13	12	17	17	184

PERFORMANCE AND COMPENSATION MANAGEMENT

Paper code: HR-306

Course description:

The objective is to enable the students to get an idea about the different compensation policy of organization practice in India.

Prerequisites:The students should have the basic view about performance and compensation Management.

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the conceptual framework of Performance Management in an organisation
CO2	Understand various strategies and modes to improve performance Management
CO3	Analysis the criteria, types of measure, performance standard and competency.
CO4	Apply mentoring and counselling strategy for solving problems.
CO5	Evaluate the challenges and practices of Performance Management in India.
CO6	Develop a Compensation strategy for family and relative of job holding staff.

UNIT	CONTENTS	NO. OF HOURS
I	**Conceptual Framework of Performance Management:** Definition, scope, purpose and objectives of performance management, performance management cycle. Modes and strategies to improve performance management	**10**
II	**Performance Management Process:** Criteria, types of measure, performance standards, competence and competence analysis, performance coaching, mentoring and counselling, performance problem solving.	**10**
III	**Implementation and Issues in Performance Management:** Implementing performance management system- Strategies and challenges; Performance management practices in Indian organizations.	**12**
IV	**Compensation Management:** Compensation management process, Forms of pay, Financial and nonfinancial compensation. Compensation Strategies, Assessing job values & relativities.	**8**
	TOTAL	**40**

Suggested Readings:

1. Armstrong, M. & Baron, A., *Performance management and development*, Jaico Publishing House, Mumbai.
2. Bagchi, S. N., *Performance management*, C engage Learning India.
3. Bhattacharyya, D.K., *Performance management systems and strategies*, Pearson Education.
4. Robert B., *Performance management*, McGraw-Hill Education India.
5. Henderson, R.I. *Compensation Management in a Knowledge Based World.* New Delhi: Pearson Education

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	3	2	1	2	3	3	2	3	1	3	2	3	31
CO2	3	2	2	2	2	2	3	3	2	2	3	2	2	30
CO3	2	3	2	3	3	2	2	2	3	3	2	1	3	31
CO4	2	2	3	3	3	3	2	3	2	3	2	3	2	33
CO5	3	3	2	2	2	3	3	2	3	2	2	3	3	33
CO6	2	2	1	2	3	2	3	3	2	2	1	2	2	27
Total	15	15	12	13	15	15	16	15	15	13	13	13	15	185

LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Paper code: HR-307

Course description:

Understanding of the legal framework is important for the efficient decision making relation to man management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Prerequisites: **The students should have the basic understanding of legal framework and human relationships.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the emergence of legal frame work at work place.
CO2	Understand about the laws and policies
CO3	Analysis the Wage and work to determine weightage of equality.
CO4	Apply the policies to protect the rights of the employees in an organization.
CO5	Evaluate the incentives/wages of Male and female workers by the theories of wage determination
CO6	Develop a strategy/principle of Incentive Wage Plan and Equal pay for equal Work in an organization.

UNIT	CONTENTS	NO. OF HOURS
I	Emergence and objectives of labour laws and their socio-economic environment, industrial relations laws– laws relating to industrial disputes, trade unions, and standing orders.	**10**
II	Laws relating to discharge, misconduct, domestic enquiry, disciplinary action. Social Security Laws: laws relating to workmen's compensation, employees' state insurance, provident fund, gratuity and maternity relief.	**10**
III	**Theories of Wage Determination:** The law of minimum wages, payment of wages, payment of bonus. Wage Structure and Wage Analysis.	**12**
IV	**Law relating to Working Conditions:** The laws relating to factories, establishment, and contract labour. Principle of Equal Pay for Equal Work; Overview of Incentive Wage Plans.	**8**
	TOTAL	**40**

Suggested Readings:

1. Ghaiye, BR. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The law of Industrial Disputes, Vol. I and II, Bombay, N.M. Tripathi,

1985.
3. Malik, PL. Handbook of Industrial Law, Lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour judiciary, Adjudication and Industrial Justice, New Delhi, Oxford, 1995.
5. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford & IBH, 1994.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	1	2	3	3	2	3	2	3	1	3	2	3	30
CO2	2	2	2	2	3	3	2	3	2	2	3	3	2	31
CO3	2	3	3	2	2	2	3	2	3	3	2	2	3	32
CO4	3	3	3	3	2	3	2	3	2	3	2	3	2	34
CO5	2	2	2	3	3	2	3	2	3	2	2	2	3	31
CO6	1	2	3	2	3	3	2	3	2	2	1	2	3	29
Total	12	13	15	15	16	15	15	15	15	13	13	14	16	187

MANAGEMENT TRAINING AND DEVELOPMENT

Paper code: HR-308

Course description:

The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD, and to enable the course participants to manage the training systems and processes.

Prerequisites: The students should have the basic knowledge of management Training and development.

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the concepts and rationale of training and development in an organization.
CO2	Understand the training and development polices.
CO3	Analysis the pre and post training data to understand the knowledge gained by employees
CO4	Apply reason and various models to measure the development in an organization.
CO5	Evaluate the effectiveness of training and performance of employee after training.
CO6	Develop a training module for assessing the adult learning, team building in an organization.

UNIT	CONTENTS	NO. OF HOURS
I	**Introduction:** Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies;	**10**
II	**Training need Assessment** – what is a training need? Purpose of need assessment and levels of need analysis, Strategic/organizational analysis – components of Strategic/organizational need analysis, advantages and methods. Task Analysis – Its processes, examples and summary. Person analysis- components of person analysis, Role of Performance Appraisal in the process, development needs, Employee as a source of Need Assessment Information.	**10**

III	**Design of Training**; Training Delivery Methods. On –the-job Training – Apprenticeship, Job Instruction Training (JIT), Job Rotation, Coaching and Mentoring, Vestibule Training. Off- the- job training- Class room training Approaches, The Lecturer Approach, The Discussion Method, Audio Visual Media, Experiential Methods, Case Methods, Seminars/Conferences and Workshops. **Management Development Programmes** : objectives, In basket exercise, Role Playing, Management Games, Management Grid, Sensitivity Training, Transactional Analysis, Transcendental Meditation, objectives of the methods and methodology of conduct of such Programmes.	12
IV	**Evaluation of Training and Development:** Reasons and evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Model of Training Effectiveness; **Models of Evaluation:** Kirkpatricks model, Kaustmanis five level evaluation, the CIRO Approach of Evaluation & Galvin's method and Warr et al.	8
	TOTAL	**40**

Suggested Readings:

1. Prior, John, *Handbook of Training and Development*, Jaico Publishing House, Bombay.
2. Trvelove, Steve, *Handbook of Training and Development*, Blackwell Business.
3. Warren, M.W. *Training for Results*, Massachusetts, Addison-Wesley.
4. Craig, Robert L., *Training and Development Handbook*, McGraw Hill.
5. Garner, James, *Training Interventions in Job Skill Development*, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, *Manpower Training and Development*, London Institute of Personnel Management.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	3	2	3	2	3	1	3	3	2	3	2	32
CO2	2	2	3	3	2	3	2	2	2	3	3	2	2	31
CO3	3	2	2	2	3	2	3	3	3	3	3	3	3	35
CO4	3	3	2	3	2	3	2	3	2	2	2	2	3	32
CO5	2	3	3	2	3	2	3	2	3	2	3	3	3	34
CO6	3	2	3	3	2	3	2	2	2	3	2	2	2	31
Total	15	15	16	15	15	15	15	13	15	16	15	15	15	195

HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM

Paper code: HR-309

Course description:

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

Prerequisites: **The students should have the basic knowledge of HR management and development, Planning, strategy and System**.

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the relationship between HRM and HRD in an organization
CO2	Understand the HRD mechanisms, process and outcomes.
CO3	Analysis the process of HRD programme
CO4	Apply the various techniques and tools for management of HRD.
CO5	Evaluate the performance of an organization through various matrix
CO6	Develop OD models to diagnose and intervene to improve the quality and performance of Human Resource in an organization

UNIT	CONTENTS	NO. OF HOURS
I	Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes.	10
II	**HRD Process:** Designing and developing effective HRD programs; Implementing HRD programs; evaluating effectiveness of HRD Programs; HRD Audit; HRD and Scorecard, Management Development: Evaluation of Management Development, and Techniques of Management Development.	10
III	**HRD Staffing:** Staffing HRD functions, Developing HRD strategies, HRD for Workers. Development of HRD System: Process of HRD, The systems of HRD, HRD Matrix, HRD Planning. Organizational Development: Meaning of OD, Nature of OD, Objectives of OD, OD Interventions, OD Models, Benefits from OD.	12
IV	**Quality Work life and HRD:** Total Quality Management and HR, Performance Management System, case studies of HRD in Indian Organisations.	8
	TOTAL	40

Suggested Readings:

1. Human Resource Development, Dr. Lalitha Balkrishnan& S. Srividhya, HP
2. Personnel and Human Resource Management, P.Subarao
3. Human Resource Audit, T.V.Rao
4. Human Resource Development, T.V.Rao

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	2	3	2	3	1	3	3	3	2	3	3	2	33
CO2	3	3	2	3	2	2	2	3	3	3	2	3	3	34
CO3	2	2	3	2	3	3	3	3	2	2	3	3	2	33
CO4	2	3	2	3	2	3	2	2	2	3	2	2	3	31
CO5	3	2	3	2	3	2	3	2	3	2	3	3	3	34
CO6	3	3	2	3	2	2	2	3	3	3	2	2	2	32
Total	16	15	15	15	15	13	15	16	16	15	15	16	15	197

HUMAN RESOURCE PLANNING AND DEVELOPMENT

Paper code: HR-310

Course description

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD

Prerequisites: **The students should be familiar with the concept of HR, Planning and development.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the importance and basic concept of Human Resource Planning.
CO2	Understand the barriers and levels of Human Resource Planning
CO3	Analysis the factors affecting human resource Planning in corporate
CO4	Apply various strategy in defining the roles of human resource in an organization
CO5	Evaluate effectiveness of Human Resource Plan and appraise the performance accordingly.
CO6	Develop a strategy for assigning, deploying, appraising Human Resource in an organization.

UNIT	CONTENTS	NO. OF HOURS
I	**Basic Concept need and Process of HRP**: Objectives and importance of HRP, Barriers of HRP, Level of HRP, Factors affecting HRP, Corporate planning and HR Planning. **Approaches to HRP** – Social demand, Rate of return and Manpower Requirement	**10**
II	**HR forecasts:** Concept, need and objectives, Types of HR forecasts. HR demand forecasting – objectives. Demand forecasting at macro level. HR forecasts at micro level, methods – Ratio and regression, managerial judgment, work study method.	**10**
III	HR supply forecasts at micro level – Analysis of wastage, turnover Index, and stability survival rate – Cohort Analysis. Age population balance, Patton of internal movement of person using Markov chain analysis **Career Management:** Career, career Management, models career planning, career stages, career development, succession planning, performance appraisal planning.	**8**
IV	**Measurement in HR Planning:** Human resources information system, human resources accounting, Human Resource cost. Likert & Bares method, flamholtz method and Lev & schwartz method.	**12**
	TOTAL	**40**

Suggested Readings:

1. Gordon Mc Beath " The Handbook of Human Resource Planning"
2. Bhattchary Dipak Kumar "Human Resources Planning", Excel Books
3. Human Resources Management, S.S.Khanka, Sultan Chand
4. Werner J. M., DeSimone, R.L., *Human resource development*, South Western.
5. Nadler, L., *Corporate human resources development*, Van Nostrand Reinhold.
6. Mankin, D., *Human resource development*, Oxford University Press India.
7. Haldar, U. K., *Human resource development*, Oxford University Press India.
8. Rao, T.V., *Future of HRD*, Macmillan Publishers India.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	2	3	1	3	3	3	2	3	2	3	3	3	34
CO2	2	3	2	2	2	3	3	3	2	3	3	2	3	33
CO3	3	2	3	3	3	3	2	2	3	2	2	3	3	34
CO4	2	3	2	3	2	2	2	3	2	3	2	2	2	30
CO5	3	2	3	2	3	2	3	2	3	2	3	3	2	33
CO6	2	3	2	2	2	3	3	3	2	3	2	2	3	32
Total	15	15	15	13	15	16	16	15	15	15	15	15	16	196

SEMESTER – IV

CORPORATE EVOLUATION AND STRATEGIC MANAGEMENT

Paper code: CP-401

Course description:

The objective of this course is to develop understanding about strategic processes and their impact on a firm.

Prerequisites: **There should be an understanding of basic concept of Corporate, Company, Organization, Management, Human Resource, Strategic planning.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the nature and scope of Strategic Management with organizational core competence, capability and learning
CO2	Understand the external and internal environment of an organization.
CO3	Analysis the strength, weakness, opportunities and threat of an organization by using various tools like SAP,ETOP,SWOT etc.
CO4	Apply various matrix and models like BCG Matrix and GE 9 Cell Model to know the status of organization.
CO5	Evaluate the performance of organization by using different tools and techniques.
CO6	Develop a strategy to control and management mergers and acquisitions.

UNIT	CONTENTS	NO. OF HOURS
I	**Nature and scope of strategic management**; strategic intent and vision; concept of core competence, capability and organizational learning.	10
II	**ENVIRONEMNTAL ANALYSIS & COMPETITIVE ADVANTAGE**: External & Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity ,Profile (ETOP), SWOT Analyses - Porter's Five Forces Model-Strategic Groups; Competitive Changes during Industry Evolution-Globalization and Industry Structure.	12
III	**Strategy evaluation and Control;** chief executive and board; work of top management; turnaround management. BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework	8
IV	**Management of strategic change**; mergers and acquisitions; strategic management in an international firm; strategy and corporate evolution in Indian context.	10
	TOTAL	40

Suggested Readings:

1. Chakravorty, S.K. Managerial Transformation through Values, New Delhi, Sage, 1993.
2. David Fred, Strategic Management, 7th ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
3. Drucker, Peter F. The Changing World of the Executive, New York, Time Books, 1982.
4. Hamel, G and Prahlad, C.K. Competing for the Future, Boston, Havard Business School Press, 1994.
5. Jemison, D.B. and Haspeslagh, P.C. Managing Acquisitions: Creating Value through Corporate Renewal, New York, Free Press, 1991.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

References from: BPUT

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	1	2	1	3	3	3	3	2	2	1	1	1	2	25
CO2	2	3	1	2	3	2	2	2	1	3	1	1	3	26
CO3	2	3	1	3	2	3	3	3	2	2	1	1	3	29
CO4	2	2	1	3	2	3	3	2	2	2	1	1	3	27
CO5	3	3	1	2	2	3	3	2	2	1	1	1	2	26
CO6	3	3	1	3	2	3	3	3	3	2	1	1	3	31
Total	13	16	6	16	14	17	17	14	12	11	6	6	16	164

PROJECT STUDY & VIVA VOCE

(Full Marks: 200 (Project Report: 140, Viva Voce: 60)

Paper code: CP-402

Course description:

The candidates are required to take up a project under the supervision of the HOD/Coordinator or his/her nominee and submit a dissertation within the time to be notified by the department. The dissertation shall be evaluated by both the internal (supervisor) and the External Examiner who will also conduct the viva voce examination

MINOR SPECIALISATION AREA

FINANCE

SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT

Paper code: FM-403

Course description:

The objective of this paper is to improve the skills of taking intelligent investment decisions and managing them in a rational and systematic manner. It also provides a sound intellectual framework for taking investment decisions and the ability to keep emotions from corroding that decision.

Prerequisites: **Students should have the knowledge of securities, portfolio, stock market nationally and internationally.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the features and objectives of investment.
CO2	Understand the basic concept of Security and Portfolio Management
CO3	Analysis and compute the Risk and return on Portfolio with the help of various indicators and charting tools.
CO4	Apply efficient set , feasible set and utility theory for making an effective Portfolio
CO5	Evaluate and monitor the Portfolio performance and learn the best technique for Portfolio Management.
CO6	Develop an effective strategy for investment using the technical tools of charting, indicators and volume price interpretation.

UNIT	CONTENTS	NO. OF HOURS
I	**Investment:** Features and objectives, Alternative forms of investment, Risk & Return on investment measuring risk and return on 2 Asset on 'n' asset portfolio, Markowitz Efficient function.	**10**
II	Sharpe's Single Index model, Computation of Risk and Return on a portfolio, Interpretation of portfolio, Alpha, Beta, Efficient frontier with risk free lending and borrowing capital that live, securely Masher live, CAPM, pricing of securities with CAPM, Arbitrage pricing theory.	**10**
III	**Portfolio Selection:** feasible set portfolios, efficient set, utility theory, selection of optional portfolio using utility concept, Markowitz portfolio optimization, Sharpe portfolio optimization, Efficient Market Hypothesis.	**12**

IV	Fundamental Analysis, Economic, Industry and Company Analysis, Technical Analysis, Charting tools, Volume and price trends, technical indicators, Performance Evaluation of portfolio, portfolio management strategies	8
	TOTAL	40

Suggested Readings:

1. After completing this course the students should be able to:
2. Security Analysis & Portfolio Management, V.K.Bhalla, S.Chand
3. Security Analysis & Portfolio Management, S.Kevin, PHI
4. Investment Management(SAPM), Preeti Singh, Himalaya Publishing House
5. SAPM, K. Sasidharan, Alex K.Mathews, Tata McGraw Hill
6. Investment Management and Security Analysis, Dhanesh Kumar Khatri, Mac Millan
7. Investment Management, Yogesh Maheshwari, PHI Pvt.Ltd.

Reference from: BPUT Odisha

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	2	2	3	2	2	2	1	2	2	2	2	27
CO2	2	2	2	2	2	2	2	2	1	3	2	2	2	26
CO3	2	3	2	2	3	2	2	3	2	2	2	3	2	30
CO4	2	2	2	2	3	2	2	3	2	2	1	3	2	28
CO5	3	2	2	2	3	2	2	3	1	2	1	3	2	28
CO6	2	2	2	2	2	2	2	3	1	2	1	3	2	26
Total	13	14	12	12	16	12	12	16	8	13	9	16	12	165

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

INTERNATIONAL FINANCE

Paper code: FM-404

Course description:

It provides a sound understanding of the nature and management of foreign exchange exposure, international financial markets and instruments

Prerequisites: There should be an understanding of basic knowledge of finance, capitaland market foreign exchange among the students.

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the international financial system and capital flow.
CO2	Understand the concept and important of international monetary system.
CO3	Analysis Foreign Exchange Market and determine the exchange rates.
CO4	Apply demand and supply theory to manage international finance system
CO5	Evaluate the factor affecting exchange rates and stability of exchange Rates.
CO6	Develop a strategy for forecasting the exchange rate and managing the risk and exposure.

UNIT	**CONTENTS**	**NO. OF HOURS**
I	International financial system and capital flows, international monetary system European monetary system	**10**
II	Foreign exchange markets, managing exchange rate and foreign exchange reserves, theories of exchange rates, purchasing power parity, interest rate parity and international fisher effect.	**10**
III	Determination of Exchange Rates: the balance of payments accounts, supply and demand view of exchange rates, the factors affecting exchange rates, the stability of exchange rates, exchange rate forecasting.	**12**
IV	Managing Foreign Exchange Risk and Exposure**:** Accounting exposure, real changes in exchange rates, Operating exposure, hedging risk and exposure.	**8**
	TOTAL	**40**

Suggested Readings:

1. Maurice D. Levi , International Finance, McGraw Hill, Inc., New Delhi
2. P.G. Apte, International Financial Management, Tata McGraw Hill, New Delhi
3. V.K. Bhalla, International Financial Management, Anmol Publications Pvt. Ltd, New Delhi
4. Alan C. Shapiro, Multinational Financial Management, Prentice hall of India (Pvt) Ltd,

New Delhi
5. Keith Pilbeam, International Finance, McMillon Publishing House, New Delhi
6. V.Sharan, International Finance Management, PHI, New Delhi

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	2	1	3	2	1	2	2	1	2	2	2	2	24
CO2	2	3	1	3	2	2	2	1	2	2	2	2	2	26
CO3	3	3	1	2	3	3	3	1	2	2	2	2	2	29
CO4	2	2	1	3	3	3	3	3	2	2	2	2	2	30
CO5	2	3	2	2	2	2	2	2	2	2	2	2	2	27
CO6	3	3	2	3	2	3	2	2	2	2	2	2	2	30
Total	14	16	8	16	14	14	14	11	11	12	12	12	12	166

MANAGEMENT CONTROL SYSTEM

Paper code: FM-405

Course description:

The main objective this course is to appraise the students about the concept of management control system as well as its role in efficient management of public system organization

Prerequisites: **The students should have the understanding of Management, govt./private/Nonprofit organization, and control system.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the nature and scope of Management Control System.
CO2	Understand organizational goals, strategic planning, implementing, structure etc.
CO3	Analysis Programming budgetary Plan to expose for further organizational planning.
CO4	Apply internal audit report to control the value of money.
CO5	Evaluate the qualitative and quantitative performance of Management Control Structure.
CO6	Develop a model for measuring Human Behaviour aspect of Management control.

UNIT	CONTENTS	NO. OF HOURS
I	**Management Control:** An overview, nature, scope and concept of management control system, organization goals, strategic planning and implementations, organization structure, contingency theory, organizational climate, position of controller in the organization structure of an organization.	**10**
II	**Management Control Process:** Programming, budgetary planning and procedures, budgetary control, analysis of variances, flexible budgeting, zero-base budgeting, performance budgeting, accounting aspects of control including internal audit and control and value for money, analysis and reporting, variance reporting.	**10**
III	**Management Control Structure:** responsibility centre, responsibility accounting, cost centre, profit centre, inter-divisional transfer pricing, and measurement of divisional performance including performance evaluation– qualitative and quantitative, investment centre. Management Control in Specialized Organization: Selected case studies on non-profit and public service organizations.	**12**
IV	**Behavioural Aspects of Management Control:** Motivation and morale, goal congruency, participative and responsive management, human as part of information process, learning curves.	**8**
	TOTAL	**40**

Suggested Readings:

1. Anthony, R.N. and Govindrajan V. Management Control Systems, 8th ed., Taraporevala, Chicago, Irwin, 1995
2. Emmanuel, C and Otley, D. Accounting for Management Control, London, Nostrand Reinhold, 1985
3. Ghosh, P.K. and Gupta, G.S. Cost Analysis and Control, New Delhi, Vision 1985
4. Glynn, JJ. Value for Money, Auditing in Public Sector, London, Prentice Hall Inc., 1985
5. Hersey, P and Blanchard, HB.- "Management of Organisation Behaviour: Utilizing Human Resources", New Delhi, Prentice Hall of India, 1988
6.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	1	2	2	3	1	3	1	3	2	1	3	27
CO2	2	3	1	2	2	2	2	2	1	3	2	1	2	25
CO3	2	3	1	2	2	3	2	3	1	3	2	1	3	28
CO4	2	2	2	2	2	3	3	3	1	3	2	2	2	29
CO5	2	2	2	2	2	3	3	3	2	3	1	2	2	29
CO6	3	3	2	2	2	3	2	3	2	3	1	2	2	30
Total	13	16	9	12	12	17	13	17	8	18	10	9	14	168

MARKETING AREA

ADVERTISING MANAGEMENT

Paper code: MM-403

Course description:

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

Prerequisites: **The students must have the basic knowledge of Advertising and Marketing**.

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the power, types and role of advertising in the marketing process.
CO2	Understand the legal ethical and social aspects of advertising.
CO3	Analysis the need and influencing strategy to attract the consumers.
CO4	Apply the strategy building of advertising programme with campaign planning, Media and budgeting
CO5	Evaluate advertising effectiveness and performance.
CO6	Develop a creating strategy for informative and attracting advertisement.

UNIT	CONTENTS	NO. OF HOURS
I	**Introduction, meaning and framework of Advertising**; Advertising and its types, Advertising's role in the marketing process; legal ethical and social aspects of advertising.	10
II	Building of advertising programme-message, headlines, copy, logo, illustration, appeal, layout; campaign planning; Media planning; budgeting.	10
III	**Evaluation** – Advertising Effectiveness tests, recognition, recall, experimental designs; Dagmar approach – determination of target audience. Overview of an Advertising Agency; Departments of an Advertising Agency; selection compensation and appraisal of an agency;	12
IV	**Advertising campaign** – advertising Vs consumer behavior; sales promotion – role of creative strategies; advertising – retail, national, cooperative, political, international, public service advertising, Rural Advertising.	8
	TOTAL	40

Suggested Readings:

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion, 3rd

ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	3	2	3	2	1	2	3	3	3	2	2	31
CO2	2	2	3	2	2	2	2	1	2	3	3	3	2	29
CO3	3	3	1	2	2	3	3	2	3	2	3	3	3	33
CO4	2	3	3	2	3	3	3	1	2	2	2	3	3	32
CO5	2	3	3	3	2	3	3	1	3	3	2	3	3	34
CO6	3	3	2	1	2	3	1	1	3	2	3	2	3	29
Total	14	17	15	12	14	16	13	8	16	15	16	16	16	188

INTERNATIONAL MARKETING

Paper code: MM-404

Course description:

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Prerequisites: **The students should have the basic knowledge of Marketing, that there are policies for import and export with a valid payment exchange system.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the concept of international marketing and international institutions.
CO2	Understand policy and procedures of import and export business, ECGC, commodity boards etc.
CO3	Analysis the constraints on international Marketing like fiscal and non fiscal barriers, non-tariff barriers.
CO4	Apply the international marketing practice in domestic business
CO5	Evaluate the performance of promotional infrastructure of import-export marketing
CO6	Develop a strategy for effective promotion, pricing and distribution for international business

UNIT	CONTENTS	NO. OF HOURS
I	**International marketing** – definition, concept and setting; distinctions between international trade, marketing and business; economic environment of international marketing, Trading partners – bilateral trade agreements.	10
II	**International institutions** – World Bank, IMF, UNCTAD, WTO, customs union, common markets, free trade zones, economic communities; constraints on international marketing – fiscal and non-fiscal barriers, non-tariff barriers. Commodity agreements and GSP; India and World trade.	10
III	Import and export policy, direction and quantum of India's export; institutional infrastructure for export promotion; export promotion councils, public sector trading agencies, ECGC, commodity boards etc; procedure and documents – registration of exporters, export quotations, production and clearance of goods for exports, shipping and transportation, insurance, negotiation of documents.	12

IV	**Instruments of payments** – open account, bills of exchange; letter of credit – export finance; international marketing mix – identification of markets, product policy, international product life cycle, promotion strategy, pricing strategy and distribution strategy; various forms of international business; marketing of joint ventures and turnkey projects.	8
	TOTAL	40

Suggested Readings:

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, JJ, International Marketing: Analysis and Strategy, New Delhi, Prentice Hall of India, 1995.
5. Pripalomi, V.H.: International Marketing, Prentice Hall.

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	3	3	2	3	2	3	1	2	3	1	2	3	31
CO2	3	3	3	3	2	2	1	1	3	3	2	3	2	31
CO3	2	2	3	1	2	3	3	2	2	3	2	2	3	30
CO4	2	3	3	1	2	3	3	2	3	3	2	2	3	32
CO5	2	3	2	3	2	3	2	2	3	3	1	2	2	30
CO6	2	3	1	1	2	3	3	1	2	3	2	2	3	28
Total	14	17	15	11	13	16	15	9	15	18	10	13	16	182

SALES AND DISTRIBUTION MANAGEMENT

Paper code: MM-405

Course description:

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Prerequisites: **Having basic knowledge of Sales and Distribution of the students will further enhance with managerial aspect for better understanding and experience**.

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the nature and scope of Sales Management and Distribution Management.
CO2	Understand the formulating process and personal selling objectives
CO3	Analysis the supervision of salesman and introduce programmes.
CO4	Apply attractive strategies for wholesaling and retailing and logistic of distribution.
CO5	Evaluate and asses the performance of Marketing channels
CO6	Develop a information system and channel Management system to monitor the abidance of the polices and legal Acts.

UNIT	CONTENTS	NO. OF HOURS
I	**Nature and scope of sales management;** setting and formulating personal selling objectives; recruiting and selecting sales personnel; developing and conducting sales training programme	10
II	**Designing and administering compensation plans;** supervision of salesmen; motivating sales personnel; sales meetings and sales contests; designing territories and allocating sales efforts; objectives and quotas for sales personnel; Developing and managing sales evaluation programme	10
III	**An overview of marketing channels, their structure, functions and relationships;** channel intermediaries – wholesaling and retailing; logistics of distribution; channel planning, organizational patterns in marketing channels; managing marketing channels.	12
IV	Marketing channel policies and legal issues; information system and channel management; assessing performance of marketing channels; international marketing channels. Digital Marketing channels	8
	TOTAL	**40**

Suggested Readings:

1. Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1992.
2. Anderson, R. Professional Personal Selling, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.

3. Buskirk, RH and Stanton, WJ. Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.
4. Dalrymple, DJ. Sales Management: Concepts and Cases, New York, John Wiley, 1989.
5. Johnson, EM etc. Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986.

Reference: Sambalpur University, Utkal University & B.P.U.T

TEACHING PEDAGOGY/ANDRAGOGY

1. Case study base Learning
2. Theories, based on a meta-analysis
3. Hands-on Training (Advance Excel, SPSS & Others)
4. Mentor and mentees for skill enhancement
5. Student Poster Presentations.

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	3	2	3	2	2	1	2	3	3	2	3	31
CO2	3	3	3	2	2	3	3	1	2	2	3	3	3	33
CO3	2	3	1	2	2	3	3	1	2	1	1	2	3	26
CO4	2	3	2	3	2	2	2	3	3	1	3	3	3	32
CO5	2	2	3	2	2	1	2	2	3	1	1	3	3	27
CO6	3	2	1	1	3	1	3	2	2	1	2	2	3	26
Total	14	16	13	12	14	12	15	10	14	9	13	15	18	175

HUMAN RESOURCE PLANNING AND DEVELOPMENT

Paper code: HR-403

Course description:

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of human recourse planning and development.

Prerequisites:The students should have the basic knowledge of Human Resource andconcept of Planning.

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the basic concept of Human Resource Planning and Development with the assessment of need and process.
CO2	Understand the importance of HRP level, barriers and factors affecting it in corporate world.
CO3	Analysis the behavioural factor of Human Resource based on attitude and thought process,
CO4	Apply strategies and methods to gather information which would help in making further decision taking.
CO5	Evaluate the career performance with using various strategies to alter the career if needed.
CO6	Develop a multi-skilling strategy for HRP and performance appraisal

UNIT	CONTENTS	NO. OF HOURS
I	**Basic Concept need and Process of HRP**: Objectives and importance of HRP, Barriers of HRP, Level of HRP, Factors affecting HRP, Corporate planning and HR Planning.	10
II	**Behavioural Factors in Human Resource Planning:** Wastage analysis, retention strategy, redeployment and exit strategy. Approaches to Analyzing Job: Method of collecting information on job analysis, steps in job analysis process, changing nature of roles.	10
III	**Career Management:** Career, career Management, models career planning, career stages, career development, succession planning, performance appraisal planning.	12
IV	**Measurement in HR Planning:** Human resources information system, human resources accounting, Human Resource cost. HRP of Transfer, Promotions and Job Rotation, Skills and Multi-skilling.	8
	TOTAL	**40**

Suggested Readings:

1. Gordon Mc Beath " The Handbook of Human Resource Planning"
2. Bhattchary Dipak Kumar "Human Resources Planning", Excel Books
3. Human Resources Management, S.S.Khanka, Sultan Chand

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	2	3	1	3	3	3	2	3	2	3	3	3	34
CO2	2	3	2	2	2	3	3	3	2	3	3	2	3	33
CO3	3	2	3	3	3	3	2	2	3	2	2	3	3	34
CO4	2	3	2	3	2	2	2	3	2	3	2	2	2	30
CO5	3	2	3	2	3	2	3	2	3	2	3	3	2	33
CO6	2	3	2	2	2	3	3	3	2	3	2	2	3	32
Total	15	15	15	13	15	16	16	15	15	15	15	15	16	196

MANAGEMENT TRAINING AND DEVELOPMENT

Paper code: HR-404

Course description:

The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD, and to enable the course participants to manage the training systems and processes.

Prerequisites: **There should be a level of understanding about the concept of Human Resource Management, Training and Development.**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the concept and rational of Training and Development System in an organization.
CO2	Understand various style of Managing training and development.
CO3	Analysis and establish objectives from pre and post training data.
CO4	Apply various training modules to gain insight about how to design and implement training program successfully.
CO5	Evaluate various models and theories like CIRO approach for effective training Management and development.
CO6	Develop a training module in Indian organization and corporate context.

UNIT	CONTENTS	NO. OF HOURS
I	**Introduction:** Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies;	**10**
II	**Training Process:** Establishing objectives (Pre-training), Training, Post-training, Training methods, trainer and training style.	**8**
III	**Evaluation of Training and Development:** Reasons and evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Model of Training Effectiveness; **Models of Evaluation:** Kirkpatricks model, Kaustmanis five level evaluation, the CIRO Approach of Evaluation.	**12**
IV	**Training& Learning:** Cost of Training, Training aids, training needs assessment, training design. Adult learning, learning theory, learning curve, team building in Indian organization, management of corporate culture.	**10**
	TOTAL	**40**

Suggested Readings:

1. Lynton :Pareekuday "Training for development"

2. Dr. B. Rathan Reddy "Effective Human Resource Training and Development strategy(HPH)
3. R.K.Sahu "Training for development"

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	2	3	3	2	3	2	3	1	3	3	2	3	2	32
CO2	2	2	3	3	2	3	2	2	2	3	3	2	2	31
CO3	3	2	2	2	3	2	3	3	3	3	3	3	3	35
CO4	3	3	2	3	2	3	2	3	2	2	2	2	3	32
CO5	2	3	3	2	3	2	3	2	3	2	3	3	3	34
CO6	3	2	3	3	2	3	2	2	2	3	2	2	2	31
Total	15	15	16	15	15	15	15	13	15	16	15	15	15	195

HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM

Paper code: HR-405

Course description:

The purpose of this paper is to facilitate an understanding of the concepts, methods and strategies for HRD. The professionals have to know how important of Human Resource Development in an organization. This focuses on the individual growth which ultimately leads to the oranisational growth. The students will learn the tools of making scientific strategy for HRD.

Prerequisites: **The student must have the basic understanding of Human Resource Management and Development**

COURSE OUTCOME

Upon completion of this course, the student will have reliably demonstrated the ability to:

CO1	Define the concept and importance of the management of HRD
CO2	Understand different techniques of Management Human Resource Development.
CO3	Analysis the Human Resource Development mechanisms, process and outcomes.
CO4	Apply various methods to develop and design HRD programme.
CO5	Evaluate the functions of various HRD strategies and measure the effectiveness.
CO6	Develop OD programme Models for diagnosing, intervening and bringing change in an organizations.

UNIT	CONTENTS	NO. OF HOURS
I	**Concept:** Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes.	10
II	**HRD Process:** Designing and developing effective HRD programs; Implementing HRD programs; evaluating effectiveness of HRD Programs; HRD Audit; HRD and Scorecard, Management Development: Evaluation of Management Development, and Techniques of Management Development	10
III	**HRD Staffing:** Staffing HRD functions, Developing HRD strategies, HRD for Workers. Development of HRD System: Process of HRD, The systems of HRD, HRD Matrix, HRD Planning. Organisational Development: Meaning of OD, Nature of OD, Objectives of OD, OD Interventions, OD Models, Benefits from OD.	12
IV	**Quality Work life and HRD:** Total Quality Management and HR, Performance Management System, case studies of HRD in Indian Organisations.	8
	TOTAL	**40**

Suggested Readings:

1. Human Resource Development, Dr. Lalitha Balkrishnan& S. Srividhya, HP
2. Personnel and Human Resource Management, P.Subarao
3. Human Resource Audit, T.V.Rao
4. Human Resource Development, T.V.Rao

TEACHING PEDAGOGY/ANDRAGOGY

1. **Case study base Learning**
2. **Theories, based on a meta-analysis**
3. **Hands-on Training (Advance Excel, SPSS & Others)**
4. **Mentor and mentees for skill enhancement**
5. **Student Poster Presentations.**

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	Total
CO1	3	2	3	2	3	1	3	3	3	2	3	3	2	33
CO2	3	3	2	3	2	2	2	3	3	3	2	3	3	34
CO3	2	2	3	2	3	3	3	3	2	2	3	3	2	33
CO4	2	3	2	3	2	3	2	2	2	3	2	2	3	31
CO5	3	2	3	2	3	2	3	2	3	2	3	3	3	34
CO6	3	3	2	3	2	2	2	3	3	3	2	2	2	32
Total	16	15	15	15	15	13	15	16	16	15	15	16	15	197