

# **Academic Regulations**

## **2017**

### **Post Graduate Programmes (MBA)**

**Accredited by NAAC & NBA**



**VIGNAN'S INSTITUTE OF INFORMATION TECHNOLOGY  
(AUTONOMOUS)**

**DUVVADA - VISAKHAPATNAM – 530 049**

**(An Autonomous Institute, Affiliated to JNTUK, Kakinada, AP)**

**VIGNAN'S INSTITUTE OF INFORMATION TECHNOLOGY  
(AUTONOMOUS)**

**VIGNAN'S INSTITUTE OF INFORMATION TECHNOLOGY**  
**(AUTONOMOUS)**

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# ACADEMIC REGULATIONS

## (VR 17)

# **Academic Regulations**

## **2017**

### **Master of Business Administration**



**VIGNAN'S INSTITUTE OF INFORMATION TECHNOLOGY  
(AUTONOMOUS)**

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***Academic Regulations – MBA Regular Program***

(Effective for the students admitted into I year from the Academic Year  
2017 – 2018 and onwards)

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Academic programs are governed by rules and regulations approved by the Academic Council, which is the highest academic body of the Institute. These are applicable to the students admitted into MBA program offered by the Institution. The Institution follows semester pattern for all two years of MBA Programs with internal and external evaluation.

**1.0. Admission Eligibility**

Admission to the two year MBA Regular Program will be through the common entrance test conducted by the state of Andhra Pradesh.

1.1.The student should fulfill the following criteria to be eligible for admission to the two-year MBA program:

- i. Student should have been awarded the Graduate Degree (or equivalent) in the disciplines outlined in JNTUK norms
- ii. Student should be an Indian National (Except under Foreign Nationals / PIO category)

1.2.The total seats available as per the AICTE approved intake have been divided into two categories namely category A and category B with a ratio of 70:30. The admission to both the categories shall be as per the rules of Govt. of Andhra Pradesh in consonance with government reservation policy.

- i. Category A seats: 70% of the seats are filled by participating in APICET counseling.
- ii. Category B seats: 30% seats under management quota are filled on merit basis as per the guidelines of Andhra Pradesh State Council for Higher Education (APSCHE).

**2.0. Award of MBA Degree**

2.1. A Student shall be declared eligible for the award of MBA degree, if he pursues a course of study and completes it successfully for not less than two academic years and not more than four academic years.

2.2.A Student, who fails to fulfill all the academic requirements for the award of the degree

within **FOUR** academic years from the year of their admission, shall forfeit his/her seat in MBA course.

### **3.0 Attendance Policy**

- 3.1.A candidate shall be deemed to have eligibility to write semester end examinations if he has put in a minimum of 75% of attendance in aggregate of all the subjects.
- 3.2.Condonation of shortage of attendance up to 10% i.e. 65% and above and below 75% may be given by the College Academic Committee.
- 3.3.Condonation of shortage attendance shall be granted only on genuine and valid reasons on representation by the candidate.
- 3.4.A student will be allowed for condonation of **maximum ONE time** in a four semester programme.
- 3.5.A candidate shall not be promoted to the next semester unless he fulfills the attendance requirements of the previous semester.

**Note: Shortage of Attendance below 65% in aggregate shall not be condoned.**

### **4.0 Dual Specialization:**

- 4.1 The institute is offering Dual Specialization in MBA Programme. The electives will be offered in the areas of Marketing, Finance and Human Resource Management.
- 4.2 The students should choose any Two of the following elective areas in the beginning of the third semester of MBA.
- 4.3 Specialization will be offered subject to a minimum of 20 students.

### **5.0 Evaluation**

A candidate shall be deemed to have secured the minimum academic requirements in a subject, if the student secures a minimum of 40 % marks in the End Examination and overall 50 percent of the total marks in the End Semester Examination and Internal Evaluation taken together.

The performance of the candidate in each semester shall be evaluated subject wise, with a maximum of 100 marks for Theory and Laboratory on the basis of the Internal Evaluation and End Examination.

### **5.1 Theory**

For the theory subjects 60 marks shall be awarded based on the performance in the End Examination. Remaining 40 Internal marks are divided in Two Mid Examinations and taking average for awarding the Internal Marks.

5.1.1. For internal evaluation two Mid Term exams are to be conducted for forty marks each. The average marks of the two mid-term exams are taken as the final internal assessment.

5.1.2. The break up for forty marks is divided into 3 components:

- i. 20 marks for descriptive which is conducted for 120 minutes duration **consisting of four questions with internal choice.**
- ii. 10 marks for mini project report which is concern to the subject and
- iii. 10 marks for presentation.

### **5.2 Practical subjects**

For practical subjects, 60marks shall be awarded based on the performance in the End Semester Examinations. For internal assessment 40 marks is allotted. The following is the break up

- i. 10 marks shall be awarded based on their performance in the internal test
- ii. 10 marks for Record and Observation manual.
- iii. 20 marks for Lab Viva voce

5.2.1 External Laboratory examination must be conducted with two Examiners, one of them being Laboratory Class teacher and external examiner nominated by chief superintendent of examinations from the 3-member panel submitted by the head of the department.

5.2.2 A candidate shall be deemed to have secured the minimum academic requirements in a subject, if he secures a minimum of 40 percent of marks (24 marks) in the End Examination and a minimum aggregate of 50 percent of the total marks (100 marks) in the End Semester Examination and Internal Evaluation taken together.

### **5.3 Evaluation of Major Project works**

For the purpose of assessment, the following weightages is given for the continuous assessment and final evaluation of the project.

- |                                          |     |
|------------------------------------------|-----|
| • Weightage for Project Guide evaluation | 50% |
| • Weightage for external evaluation      | 50% |

### **5.4 Mini Project**

5.4.1 The mini project preferably industry based is carried out during the second semester carrying 50 marks and subsequently 50 marks shall be awarded for the presentation of

- the mini project.
- 5.4.2 The student has an option of choosing their own area of interest which may be related to the course work.
- 5.4.3 Assessment is done by the supervisor / guide for 50 marks based on the work of mini project report. The remaining 50 marks are subdivided for presentation/viva-voce
- 5.4.4 The viva-voce which is done internally by a committee comprising of the project supervisor and two faculty members nominated by Head of the Department.

### **5.5 Case Study**

- 5.5.1 There shall be a Business Case Study presentation in Third Semester.
- 5.5.2 For the case study, the student shall collect the information on a specialized topic and prepare a detailed report, showing his understanding over the topic, and submit to the department.
- 5.5.3 The report shall be evaluated by the Departmental committee consisting of Head of the department, supervisor and a senior faculty member.
- 5.5.4 The case study report shall be evaluated for 100 marks out of which 50 marks for the report and 50 marks for presentation/ viva-voce.

### **5.6 MOOCS (Massive Open Online Courses)**

- 5.6.1 It is one of the electives of theory subjects offered in second year second semester. It is an online course to promote advanced knowledge suitable for placement and research. The registered course must not be same as any of the courses listed in the program structure of their regulation till final year.

### **5.7 Award of Degree and Class**

- 5.7.1 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he/she secures a minimum of 50 percent of marks in the End Semester and Internal Evaluation taken together.
- 5.7.2 A student is awarded MBA degree on securing a minimum of 50 percent aggregate marks. Allocation of class based on percent is as follows:
- |                                       |                                |
|---------------------------------------|--------------------------------|
| i. Aggregate $\geq$ 70%               | : First Class with Distinction |
| ii. Aggregate $\geq$ 60% and $<$ 70%  | : First Class                  |
| iii. Aggregate $\geq$ 50% and $<$ 60% | : Second Class                 |

### **5.8 Transitory Regulations**

The student has to continue the course work along with the regular students of the respective semester in which the student gets re-admission.

The student has to register for substitute / compulsory subjects offered in place of subjects studied earlier.

The mode of internal evaluation and end-semester examinations shall be on par with the regular

students, i.e., the student has to follow the mode of internal evaluation and the then question paper model for the end-semester examinations along with the regular students of the respective semester in which the student gets re-admission. The marks secured in the internal and end-semester examinations will be in accordance with the regulations under which the student was first admitted.

For the courses studied under earlier regulations but failed, the student has to appear, pass and acquire credits from the supplementary examinations as and when conducted. The question paper model shall remain same as the one in which the student took examination during previous regulations.

The promotion criteria based on attendance as well as credits shall be in accordance with the regulations under which the student was first admitted.

All other academic requirements shall be in accordance with the regulations under which the student was first admitted.

Any other clarification the decision of the Principal is final and binding.

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### **5.9 Malpractices Rules**

<b>MALPRACTICES RULES</b>		
<b>DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN</b>		
<b>EXAMINATIONS</b>		
	<b>Nature of Malpractices/</b>	<b>Punishment</b>

	<b>Improper conduct</b>	
	<i>If the candidate:</i>	
1. (a)	<p>Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)</p>	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	<p>Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.</p>	<p>Expulsion from the examination hall and cancellation of the performance in that subject only of</p> <p>all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.</p>
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to Appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the University.
3.	Impersonates any other candidate in connection with the examination.	<p>The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from classwork and all</p> <p>University examinations. The continuation of the course by the candidate is subject to</p>

		the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/ Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.

	<p>his relations, or</p> <p>indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.</p>	
7.	<p>Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of performance in that subject and all the other</p> <p>subjects the candidate has already appeared including</p> <p>practical examinations and project work and shall not be permitted for the remaining examinations of the</p> <p>subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class</p> <p>work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
8.	<p>Possess any lethal weapon or firearm in the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared</p> <p>including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.</p>
9.	<p>If student of the college, who is not a candidate for the particular examination or</p>	<p>Student of the colleges expulsion from the examination hall and cancellation of the</p>

	any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	performance in that subject and all other subjects the candidate has already appeared including practical examinations  and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including  practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/ year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	

## **6.0 Course Content - MBA Program Course Structure**

### **I Year I Semester**

<b>S.No</b>	<b>Course code</b>	<b>Name of the Course</b>	<b>Marks</b>	<b>Credits</b>
1	3099171101	Principles of Management	100	3
2	3099171102	Managerial Economics	100	3
3	3099171103	Accounting for Managers	100	3
4	3099171104	Managerial Communication & Soft Skills	100	3
5	3099171105	Business Environment	100	3
6	3099171106	Quantitative Analysis for Business Decision	100	3
7	3099171121	Information Technology Lab	100	3
<b>Total</b>				<b>21</b>

### **I Year II Semester**

<b>S.No</b>	<b>Course code</b>	<b>Name of the Course</b>	<b>Marks</b>	<b>Credits</b>
1	3099171201	Financial Management	100	3
2	3099171202	Human Resource Management	100	3
3	3099171203	Marketing Management	100	3
4	3099171204	Production and Operations Management	100	3

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5	3099171205	Business Research Methods	100	3
6	3099171206	Organizational Behavior	100	3
7	3099171231	Mini Project	100	4
Total				22

**II Year I Semester**

S.No	Course code	Name of the Course	Marks	Credits
1	3099172101	Strategic Management	100	3
2	3099172102	Legal Aspects of Business	100	3
3	3099172103	Business Ethics & Corporate Governance	100	3
4	3099172133	Case Study	100	3
5	Specialisation-1	Elective-I	100	3
6		Elective-II	100	3
7	Specialisation-2	Elective-I	100	3
8		Elective-II	100	3
Total			800	24

**II Year II Semester**

.No	Course code	Name of the Course	Marks	Credits
1	3099172201	Logistic and Supply Chain Management	100	3
2	3099172202	Entrepreneurship Development	100	3
3	3099172234	CBCS/ MOOCS	100	3
4	Specialisation-1	Elective-III	100	3
5		Elective- IV	100	3

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6	Specialisation-2	Elective-III	100	3
7		Elective- IV	100	3
8	3099172238	Major Project & Comprehensive Viva	200	8
Total			800	29
Grand Total Credits:				96

<b>Marketing (Specialization-1)</b>		
<b>S.No</b>	<b>Subject code</b>	<b>Name of the Subject</b>
I	3099172104	Product Management
II	3099172105	Promotion and Distribution Management
III	3099172204	Services Marketing
IV	3099172205	Consumer Behavior

<b>Finance (Specialization-2)</b>		
<b>S.No</b>	<b>Subject code</b>	<b>Name of the Subject</b>
I	3099172106	Investment Management
II	3099172107	Banking and Insurance
III	3099172206	International Financial Management
IV	3099172207	Financial Risk Management

<b>HRM (Specialization-2)</b>		
<b>S.No</b>	<b>Subject code</b>	<b>Name of the Subject</b>
I	3099172108	Compensation and Performance Management
II	3099172109	Management of Industrial Relations
III	3099172208	Global Human Resource Management
IV	3099172209	Management of Change and Development

**DETAILED SYLLABUS  
FOR  
I MBA I & II Semesters**

## Department of Management Studies Programme Structure

### I Year I Semester

S.No	Course code	Name of the Course	Marks	Credits
1	3099171101	Principles of Management	100	3
2	3099171102	Managerial Economics	100	3
3	3099171103	Accounting for Managers	100	3
4	3099171104	Managerial Communication & Soft Skills	100	3
5	3099171105	Business Environment	100	3
6	3099171106	Quantitative Analysis for Business Decision	100	3
7	3099171121	Information Technology Lab	100	3
Total				21

### I Year II Semester

S.No	Course code	Name of the Course	Marks	Credits
1	3099171201	Financial Management	100	3
2	3099171202	Human Resource Management	100	3
3	3099171203	Marketing Management	100	3

4	3099171204	Production and Operations Management	100	3
5	3099171205	Business Research Methods	100	3
6	3099171206	Organizational Behavior	100	3
7	3099171231	Mini Project	100	4
Total				22

# I Year - I Semester

**Course Code:**  
**3099171101**

**PRINCIPLES OF MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

**Course Objectives**

1. Identify what management is and what it does.
2. Identify any major developments in management thought.
3. Demonstrate decision-making and teamwork.
4. Compare and contrast the planning, organizing, leading and controlling functions.
5. Analyze global business and Contemporary issues in Management

**Course Outcomes**

Upon completion of this course, successful students will be able to do the following:

1. Extract Managerial skills of the students
2. Identify the external and internal factors that influence on organizational structure behaviors
3. Analyze how an organization's leaders/managers utilize job design, positional power, and goal setting/performance management to motivate employees.
4. Identify leadership characteristics that produce high performing organizations.
5. Gather and analyze both qualitative and quantitative information to isolate issues and formulate best controlling Techniques.

**Unit -1**

**Introduction of Management:** Management: Definition – Importance – Functions of management – Early Management Thoughts-Principles of Management - Modern Approaches to Management Trends and Challenges of Management in Global Scenario.

**Unit 2**

**Planning:** Nature and Definition of Planning – Objectives of planning – Planning process – Types of plans – Benefits and pitfalls of planning: Decision making: Meaning, Importance – types of decisions –Models of decision making – Problem solving and decision making – challenges and problems in decision making

### Unit 3

**Organizing and Staffing** – Meaning, importance Organization levels – Organizational designs and structure – Line and staff organizations – Delegation of authority – Span of management – Centralization and decentralization of Authority **Staffing:** -Nature & Scope of Staffing, Manpower Planning, Selection & Training, Performance Appraisal.

### Unit 4

**Directing and controlling:** Definition of Co-ordination – Significance and principles of Coordination–Leadership behavior and styles – Leadership in cross cultural environment. Nature and importance of controlling – Controlling process – Establishing controlling system – Controlling techniques.

### Unit 5

**Contemporary issues in Management:** MBO - Management By Walking Around – Out of the Box Thinking – Balanced Score Card –Time Management –BPOs – Stress Management causes and remedies – JIT – TQM – Six Sigma – CMM levels

**Relevant cases have to be discussed in each unit and in examination case is compulsory From any unit.**

### REFERENCES:

1. Kumar ,Rao, Chhalill: Introduction to Management Science . Cengage Publications, New Delhi
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Harold Koontz, Heinz Weihrich, A.R.Aryasri, Principles of Management, TMH, 2010.
4. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K.Anbuvelan, Principles of Management, University Science Press, 2013.
6. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
7. Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.

**Course Code:**  
**3099171102**

**MANAGERIAL ECONOMICS**

**L T P C**  
**3 0 - 3**

**Course Objectives**

Upon successful completion of this subject students should be able to:

1. To identify the objectives, nature, scope, role & responsibilities of a manager of a business undertaking.
2. To apply the knowledge of demand, demand elasticity & demand forecasting by using statistical techniques for any hypothetical enterprise.
3. To explain production function relation, law of variable proportion, returns of scale, producer equilibrium, economies of scale
4. To explain the relevance of cost behavior analysis & costs that are useful for managerial decision making and Break Even Point(BEP) of an enterprise
5. To differentiate & distinguish price and output decisions in different market structures i.e., perfect, monopoly, monopolistic & Oligopoly competition.

**Course Outcomes:**

After the completion of the course, students will be able to

1. Determine the objectives, nature, scope, role & responsibilities of a manager of a business undertaking.
2. Predict the demand for a product or product mix of a company & to analyze various factors influencing demand elasticity.
3. Forecast & compute the future sales level of a product by using various quantitative & qualitative techniques and with the help of past sales data.
4. Examine optimum production & cost functions with the help of mathematical equations & by developing graphical solutions through linear programming applications.
5. Discuss the concept of equilibrium price and output in different market situations i.e., perfect, monopoly, monopolistic & Oligopoly competition with the help of graphs.

**UNIT 1:**

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Basic concepts of Managerial Economics - Concept of opportunity cost, Incremental concept, time Perspective, Discounting Principle, Risk & uncertainty.

**UNIT 2:**

Demand and Supply Analysis: Law of Demand, Determinants and types of Demand, Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, law of Supply, Elasticity of Supply and types of elasticity of supply

**UNIT 3:**

Production Analysis: Definition, factors affecting Production, Production function, , Production function with one/two and all variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns. ISO Quant's – features and types, ISO Cost, Expansion path, least cost combination of inputs and Marginal Rate of Technical Substitution – concept of Economies and diseconomies of scale Cost theory and estimation: Definition, determinants of cost, Cost concepts or types of Cost, , cost – output relationship in the short run and long run – Saucer shaped short run Average cost curves – Average total cost curve.

**UNIT 4:**

Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain's limit pricing theory - Managerial Theories of a firm – Marris & Williams Models.

**UNIT 5:**

Macro Economics: Introduction; the economy as a circular flow of income and expenditure. National Income: Concepts, Determinants and Measurements; Gross Happiness Index. Inflation and phases of trade cycle.

***References***

1. Paul, Koushil: "Managerial Economics", Cengage Learning, New Delhi,
2. P.L Mehta : "Managerial Economics". Sultan Chand & Sons Educational Publishers
3. Vanitha Agarwal : "Managerial Economics", Pearson, New Delhi, 2013.
4. Mithani D M: "Managerial Economics", Himalaya Publishing House, Mumbai, 2008.
5. D.N. Dwivedi Macro Economics Theory and Policy, TMH Publisher, New Delhi, 2011.
- 6 . M.C. Vaish, Macroeconomic Theory, Vikas Publishers Pvt. Ltd., 2011.

**Course Code:**  
**3099171103**

**ACCOUNTING FOR MANAGERS**

**L T P C**  
**5 0 - 3**

**Course Objectives:**

1. To learn the concept and the role of accounting.
2. To know the systems of accounting.
3. To know the use of accounting statements.
4. To understand and the Preparation of trail balance – Final accounts.
5. To able to know the cost and cost accounting.
6. To understand the cost behavior of the enterprise.
7. To able to know the financial analysis of the business.

**Course Outcomes:**

After completing this Course, the student should be able to learn:

1. Be able to identify and analyze business problems and opportunities and formulate recommendations for courses of action in accounting.
2. To communicate effectively and professionally in business situations through accounting information
3. Demonstrate awareness of accounting and profit & losses of business to regulatory contexts of global business practice
4. Use the accounting and costing tools and methodologies to support organizational decision making.
5. To describe the concept of competitive advantage and how it may be achieved through accounting and costing methods.
6. To define the ability of accounting system in the modern business scenario.

**UNIT 1**

**Introduction of accounting:** Meaning of accounting-Book keeping Vs Accounting - Accounting Vs Accountancy – Objectives of accounting- Users of accounting information-Branches of accounting. Definition of financial accounting – Principles of accounting (GAAP) - Classification of accounts-Accounting Cycle – Preparation of Book of Original entry, Ledger, Trial balance.

## UNIT-2

**Final Accounts:** Preparation and Presentation of final accounts – Preparation of Trading and Profit & Loss account - Preparation of Balance Sheet with Adjustments- Limitations of Financial Statements -Accounting standards.

## UNIT-3

**Financial Analysis:** The scope and purpose of financial analysis - financial statement analysis - Ratioanalysis - Funds flow analysis: concepts of funds- Ascertaining funds from operations - Sources of funds and application of funds - Preparation and analysis of funds flow statement and cash flow statement-Comparative statement analysis-Common statement analysis-Trend analysis.

## UNIT-4

**Cost Accounting Concepts:** Meaning of cost - Elements of cost - Methods of Costing, Techniques of Costing - Role of Cost accounting -Financial accounting Vs Cost accounting Vs Management Accounting – Cost sheet - Preparation of cost sheet under different cost heads.

## UNIT-5

**Cost behavior and Decision making:** Behavioral classification of costs and methods for calculation of fixed, variable and semi variable costs - CVP analysis - Break Even analysis and decision making- Key factor distribution & analysis - Optimization of Product mix - Make or Buy decisions - Capacity utilization - Plant shutdown or continue decision- CVP under conditions of uncertainty - Sensitivity analysis.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References:*

1. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “**Accounting for Managers**”, Himalaya Publishing House, New Delhi, 2013
2. Shankarnarayana, Ramanath: “**Financial Accounting for Management**”, Cengage Learning, New Delhi.
3. Ramachandran N, RamKumarKakani: “**Financial Accounting for Management**”, McGraw Hill – 2013.
4. Maheshwari, Maheashwari and Maheshwari, “**Financial Accounting**”, Vikas publishing House, New Delhi, 2013
5. Amberish Gupta: “**Financial Accounting for Management**”, Pearson Education, 2012.
6. Dr. Jawahar Lal: “**Accounting for management**”, Himalaya Publishing house, New Delhi, 2012.

7. Asish K. Bhattacharyya: “**Essentials of Financial Accounting**”, PHI Learning, New Delhi, 2012.
8. Dr. V.R.Palanivelu: “**Accounting for Management**”. University Science Press, New Delhi, 2009.
9. Ashok Banerjee: “**Financial Accounting**”, a managerial Emphasis, Excel books, New Delhi, 2012.

<b>Course Code:</b>	<b>MANAGERIAL COMMUNICATION AND SOFT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3099171104</b>	<b>SKILLS</b>	<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### **Course Objectives**

After completion of the Communication Studies program, students should be able to:

1. Apply appropriate communication skills across settings, purposes, and audiences. Use technology to communicate effectively in various settings and contexts.
2. Practice critical thinking to develop innovative and well-founded perspectives related to the students' emphases. Build and maintain healthy and effective relationships.
3. Demonstrate appropriate and professional ethical behavior. Power language to improve persuasiveness and impact.
4. How to convey a credible message and create concise messages using a structured writing process.
5. Analyze communication situations (case study) and audiences to make choices about the most effective and efficient way to communicate and deliver messages.
6. Deliver effective business presentations in contexts that may require either extemporaneous or impromptu oral presentations.
7. Write business documents that are grammatically correct and use appropriate business style.
8. Develop effective intra and interpersonal communication skills.

### **Course Outcomes**

Students with a master’s degree in Communication Studies should be able to:

1. Demonstrate critical and innovative thinking.
2. Display competence in oral, written, and visual communication.
3. Apply communication theories.
4. Show an understanding of opportunities in the field of communication.
5. Use current technology related to the communication field.
6. Respond effectively to cultural communication differences.

7. Communicate ethically.
8. Demonstrate positive group communication exchanges.

### UNIT-I

Communication: Barriers and pitfalls of business communication-Non-verbal communication Silence as communication-Gender free communication. Communication across cultures: Cross cultural communication (multi-cultural communication) - communication styles, Intrapersonal Communication, Inter Personal Communication. Etiquette of Communication

### UNIT-II

Reading Skills – Reading for different purpose, Reading comprehension to infer the meaning etc, Listening skills: Difference between listening and hearing, process of listening, barriers to effective listening- effective listening strategies, the role of listening in leadership styles.

### UNIT-III

**Speaking Skills:** Characteristics of effective presentations, Types of presentation, Business Presentations, Positive body language, and Team presentation. Interview Skills, pre- planning, opening strategies, answering strategies, Tele-conference and Video-conferencing, Role of Technology in modern business Communication.

### UNIT-IV

**Business correspondence** - features of effective writing, Letter-writing - formats – kinds of business letters- style of writing –effectiveness, promptness – Writing E-Mail, Memos, Circulars/Notice, Agenda and Minutes.

### UNIT-V

**Business Report Writing:** – Report layout and design for clarity and impact, Types of formats and styles, subject matter – organization, clarity, coherence and style, planning, data-collection, tools, analysis, Progress and Project Reports.

\*\*\*Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit. Discussion and analysis of real business contexts with examples.

### REFERENCE BOOKS:

1. Meenakshi Raman & Sangeeta Sharma, “Technical Communication Principles & Practice”, New Delhi: OUP, 2011.
2. Rajendra Pal, J S Korlahalli, Essentials of Business Communication, New Delhi: Sultan Chand & Sons, 2008.
3. Meenakshi Raman & Prakash Singh, “Technical Communication Principles & Practice”, New Delhi: OUP, 2007.
4. Simon Sweeny, “English for Business Communication”, CUP, First South Asian Edition, 2010

5. RK Madhukar, “Business Communication”, Vikas Publishing House Pvt Ltd, 2006.
6. M. Ashraf Rizvi, “Effective Technical Communication”, Tata McGraw-Hill Publishing Company Ltd. Latest edition.
7. Dr. ShaliniVerma, “Body Language- Your Success Mantra”, S. Chand, 2006.

**Course Code:**  
**3099171105**

**BUSINESS ENVIRONMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

**Course Objectives**

1. To gain an understanding of business, business environment –domestic and international
2. To understand the structure of Indian economy
3. To analyze various policies pertaining to business world
4. To enhance students with the legal framework related to business
5. To understand various aspects related to international Trade

**Course Outcomes**

1. To explain business environment and its impact
2. To comprehend the structure of Indian economy
3. To debate on various Policies
4. To extract the legal Regulations pertaining to business environment
5. To elucidate on International business environment

**UNIT-1**

Business: – Meaning, Definition, Nature & Scope, Types of Business Organizations. Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment - Importance at national and international level – problems and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional Framework - Five-year plans and their importance

**UNIT-2**

Structure of Indian economy: Nature and significance – Economic systems – structure of Indian industry – Industrial Policy of the Government - Policy Resolutions of 1956, 1991 Industrial Policy and Economic Policy-subsequent policy Statements Economic reforms in various sectors – nature – challenges – social justice –Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.

**UNIT-3**

Fiscal Policy and Monetary policy: Nature and Significance – public revenues –expenditure-debt, development activities allocation of funds – Critical analysis of the recent fiscal policy and monetary policy of Government of India – Balance of Payments - Nature – Structure – major components – Causes for disequilibrium in Balance of Payments – Correction measures-

#### **UNIT-4**

India's Trade Policy :Nature – Magnitude and direction of Indian international trade – problems –bilateral and multilateral trade agreements. Legal Environment, Laws Impacting Industry in India, Major Regulations Pertaining to Business Legal Frame: special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955., Paris and Kyoto agreement.

#### **UNIT-5**

International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures. FDI: Need, Influencing Factors and operations in India, Foreign Institutional and Investment & Foreign Portfolio in India. Trade Barriers and Trade Strategy - Free Trade vs. Protection -World Financial Environment; International Trade Theories; Foreign Market Entry Methods.

#### **REFERENCES:**

1. Shaikh Saleem: "Business Environment", Pearsons, New Delhi,
2. Veena Keshav Pailwar: "Economic Environment of Business", PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: "Business Environment", Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: "Essentials of Business Environment", Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: "Business Environment Text and Cases", Excel Books New Delhi, 2011.
6. Sundaram and Black: "International Business Environment Text and Cases", PHI Private Limited, New Delhi.
7. Avid W Conklin: "Cases in Environment of Business", Sage Publication India Private Ltd, New Delhi.
8. Raj Kumar: "International Business Environment", Excel Publication, New Delhi, 2012.
9. Palle Krishna Rao: "WTO-Text and Cases", Excel Publication, New Delhi.
10. Government of India, Latest Economic Survey Report.

<b>Course Code:</b>	<b>QUANTITATIVE ANALYSIS FOR BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3099171106</b>	<b>DECISIONS</b>	<b>5</b>	<b>0</b>	<b>-</b>	<b>3</b>

**Course Objectives:**

1. A basis for the analysis and interpretation of quantitative information
2. An understanding of the basic ideas underlying statistical methods at an introductory level.
3. An understanding of certain mathematical tools of business decision making
4. Apply the most widely used quantitative techniques in decision making.
5. Grasps the wide applicability of quantitative techniques.
6. Realize the Importance of certain mathematical techniques in getting the best possible solution to a problem involving limited resources.

**Course Outcomes:**

1. Calculate descriptive statistical measures and appreciate the uses and limitations of the measures.
2. Understand and apply basic concepts of probability and theoretical probability (binomial, normal but not poisson) distributions.
3. Calculate a simple ordinary least squares regression model with one explanatory variable, apply the model, and calculate the correlation coefficient between two variables.
4. Interpret the results of multiple regression models; understand at a basic level the assumptions inherent in such models and their application in macroeconomic modelling.
5. Understand the basic principles of decision theory, apply various decision criteria, and use decision trees to assist in sequential decisions.
6. Apply quantitative models (linear programming and network analysis) at an introductory level, with emphasis on relevant data and the limitations of the techniques.

**UNIT 1**

**Basic Mathematical & Statistical Techniques:** Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices. Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression, Probability: Definitions, addition and multiplication theorems (without proofs), Random variables-Probability Distributions- Binomial, Poisson, Normal.

## UNIT 2

**Introduction to Decision Theory:** Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.

## UNIT 3

**Linear Programming:** Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method, Two phase method.

## UNIT 4

**Transportation, Assignment Models :** Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem.

## UNIT 5

**Game Theory:** Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

P.E.R.T. & C.P.M. : Drawing networks – identifying critical path – probability of completing the project within given time.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## References

1. Operations Research, S.D.Sharma, Ramnath, & Kedarnath co, Meerut.
2. N.D.Vohra: “*Quantitative Techniques in Management*”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
3. J. K. Sharma, “Operations Research: Theory and Applications”, Macmillan Gupta S.P:
4. “Statistical Methods”, S. Chand and Sons, New Delhi,
5. Anand Sharma: “Quantitative Techniques for Business decision Making”, Himalaya Publishers, New Delhi, 2012;
6. D P Apte: “Operation Research and Quantitative Techniques”, Excel Publication, New Delhi, 2013
7. Hamdy, A.Taha: “Operations Research: An Introduction”, Prentice-Hall of India, New Delhi 2003.
8. Anderson: “Quantitative Methods for Business”, Cengage Learning, New Delhi 2013
9. Sancheti, Dc & VK Kapoor, “Business Mathematics”, S Chand and Sons, New Delhi

**Course Code:**  
**3099171121**

**INFORMATION TECHNOLOGY LAB**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>-</b>	<b>1</b>	<b>3</b>	<b>3</b>

**UNIT -I**

Introduction of various software used for business and their significance in the current business environments. Introduction of software MS Office, SQL.

**UNIT -II**

Financial modeling like present value of cash flows, valuations, financial ratio analysis, forecasting, trend analysis of data, random input Generations

**UNIT -III**

Statistics for management - correlation and regression analysis data  
Presentation techniques. Spread sheet showing the monthly payments with changing interest rate over a period of loan. (Using excel)

**UNIT -IV**

Data Collection and analyzing techniques - chats, flow diagrams TQM  
Methodologies

**UNIT-V**

Preparation and presentations of mini projects assigned for course work of first semester.

**REFERENCES:**

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning,  
New Delhi. 2012

# I Year - II Semester

**Course Code:**  
**3099171201**

**FINANCIAL MANAGEMENT**

L	T	P	C
5	0	-	3

**Course Objectives:**

At the end of this course students should be able to learn:

1. To learn a complete overview of modern corporate finance.
2. To provides a base level of finance knowledge.
3. Ability to understand the capital structure of business.
4. To understand the cost of capital of business.
5. To know the investment decision of the business.
6. To understand the working capital decisions of the business.

**Course Outcomes:**

After completing this Course, the student should be able to know:

1. Calculate common investment criteria and project cash flows associated with corporate project evaluation
2. Apply measures of cost of capital and financial leverage to form long-term financial policies for business.
3. Judge the merits of leasing over borrowing to purchase assets.
4. Describe the common factors influencing dividend policy
5. Describe applications of options in financial management.
6. Relate capital investment decisions and financial policies to business valuations.

**UNIT –I**

**Introduction of Financial Management:** Nature and Scope and Objectives of Financial Management. Functions of FM- Firms Missions and Objectives, Profit Maximization Vs Wealth Maximization Vs EPS Maximization – Role of Financial Manager.

**UNIT-II**

**Financing Decision:** Sources of finance (long-term and short-term) – The Concept and financial effects of leverage – The Capital Structure decisions in practices: EBIT – EPS analysis. Cost of Capital - weighted average cost of capital – Capital structure – Factors effecting capital structure theories of capital structure.

**UNIT –III**

**The Investment Decision:** Nature and Significances of Investment decision – Estimation of cash flows – Capital Budgeting Process – Techniques of investment appraisal: Pay-back method-

Accounting rate of return, and DCF:NPV-IRR-Profitability index(PI)- the concept of Time Value of Money .

#### UNIT-IV

**Dividend Decision:** Meaning and Significance – Theories of Dividend (relevant and irreverent theories)– Determinants of Dividend – Dividend Policies – Bonus and Cash Shares – Stock Splits-legal-procedural-tax aspects.

#### UNIT-V

**Working Capital Decision:** Meaning – Classification and Significance of working capital – components of working capital – working capital policies- Cash management models – cash budgeting - Accounts receivables – Credit policies – Inventory Management.

#### REFERENCES:

1. P.Vijaya Kumar, P.S.Ravindra, V. Kirankumar ”**FinancialManagement**”, Himalaya Publishing House, New Delhi,2013.
2. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi,2012
3. Brigham,E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
4. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
5. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4<sup>th</sup> edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
8. Pradip Kumar Sinha: “**Financial Management**”, Excel Books, New Delhi, 2009.
9. A.P.Rao: “**Fundamentals of Financial Management**”. Everest Publishing House, New Delhi.

<b>Course Code:</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3099171202</b>		<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### Course objective

In this course, students will learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration. This course will also improve students' ability to think about how HRM should be used as a tool to execute strategies. More specifically, students will analyze elements such as the environment surrounding each company and their vision, values and strategies. Then, students will discuss how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation and development) and organizational culture. Students will also look at numerous problems of HRM and their causes, and what action plans should be implemented in order to solve these problems

### Course Outcomes

After successfully completing this program, student should be able to:

- Effectively manage and plan key human resource functions within organizations
- Examine current issues, trends, practices, and processes in HRM
- Contribute to employee performance management and organizational effectiveness
- Problem-solve human resource challenges
- Develop employability skills

### UNIT 1

**HRM:** Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR Department –aligning HR strategy with organizational strategy - HRM at global perspective challenges– Cross-cultural problems – emerging trends in HRM.

### UNIT 2

**Investment perspectives of HRM:** - Job design- Job Analysis –Job description and specifications-: HR Planning – HR Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment – selection process -Tests and Interview Techniques-placement –induction

### UNIT 3

**Human resource development:** HRD concepts- Training And Development – Methods and techniques – Training evaluation- Management development-Performance Appraisal-Importance – Methods – Traditional and Modern methods – Latest Trends in performance appraisal - Career Development and Counseling- retention.

### UNIT 4

**Compensation Administration:** Compensation, Concepts And Principles- Influencing Factors- Current Trends in Compensation- -Compensation mechanisms at international level.-Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job Evaluation- - Incentive Payment Systems- incentive mechanisms

Welfare management: Nature and concepts – statutory and non-statutory welfare measures-factories act, 1948.

### UNIT 5

**Managing Industrial Relations:** Trade Unions – trade unions act 1926-Employee Participation Schemes-Collective Bargaining-Grievances and disputes resolution mechanisms –industrial disputes act,1947– Safety at work – nature and Importance – work hazards – safety mechanisms - Managing work place stress.-QWL.-HR accounting and HR audit.

### REFERENCES:

1. K Aswathappa: “*Human Resource and Personnel Management*”,Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “*Human Resource Management and Industrial Relations*”, Himalaya PublishingHouse, Mumbai
3. Mathis, Jackson,Tripathy:”*Human Resource Management: Asouth-Asin Perspective*”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “*Personnel and Human Resource Management- Text and Cases*”, Himalaya Publications, Mumbai, 2013.
5. MadhurimaLall, Sakina QasimZasidi: “*Human Resource Management*”, Excel Books, New Delhi, 2010
6. Muller\_Camen. Croucher and Leigh: “*Human Resource Management- A Case Study Approach*”, JAICO Publishing, Delhi.
7. S.Seetharaman, B.VenkateswaraPrased: “*Human Resource Management*”, SCITECH Publication (India) Limited, Hyderabad,2009.
8. Gary Dessler, BijuVrkkey: “*Human Resource Management*”, Pearson Education, New Delhi, 2011
9. Uday Kumar Haldar: “*Human Resource Development*”, Oxford University Press,New Delhi, 2012.

10. NarendarSingh:”***Human Resource Management***”, Universities Press (India) Private Limited, Hyderabad, 2011.
11. B.B.Mahapatro:”***Human Resource Management***”, New Age International Publishers, New Delhi, 2011
12. Memoria-industrial reletions –Himalaya publications

**Course Code:**  
**3099171203**

**MARKETING MANAGEMENT**

**L T P C**  
**3 0 - 3**

**Course Objectives:**

The objectives of this course are to

1. Make students have an understanding of the concepts of marketing and the marketing system.
2. Make students understand evolution of marketing and the emphasis on each stage
3. Make students have clear understanding of the marketing mix and functions
4. Apply the introduced conceptual frameworks, theory and techniques to various marketing contexts.
5. State the role and functions of marketing within a range of organisations
6. Analyse the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.

**Course Outcomes:**

The course outcomes are

1. Identify core concepts of marketing and the role of marketing in business and society
2. Knowledge of social, legal, ethical and technological forces on marketing decision-making.
3. Ability to create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.
4. Ability to analyze marketing problems and provide solutions based on a critical examination of marketing information.
5. Ability to apply knowledge and skills to real-world experiences.
6. Analyze an organization's activities to develop/implement a marketing strategy

**UNIT 1**

**Introduction to Marketing:** Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment -

**UNIT 2**

**Market Segmentation and Targeting:** Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis - Selecting Target Markets – Role of Segmentation and Targeting in Strategy Formulation - Developing and Communicating a Positioning Strategy.

### UNIT 3

**Product Decisions:** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle-strategic implications; New product development. **Pricing Strategy:** Objectives of Pricing - Methods of Pricing - Selecting the Final price - Imitating price increases - Responding to Competitor's price changes.

### UNIT 4

**Distribution channels:** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. **Marketing Communication:** Communication Process – Communication Mix – Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation.

### UNIT 5

**Marketing Organization and Control:** Evolution of Marketing Department - Organizing the Marketing Department – Marketing Ethics, Marketing Implementation – Marketing Audit Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control – Strategic Control.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References*

1. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013
2. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012
5. Tapan K Pand: “**Marketing Management**”, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.

**Course Code:**

**3099171204**

**PRODUCTION AND OPERATIONS MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### **Course Objectives**

1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.
2. To develop skills necessary to effectively analyze and synthesize the many inter-relationships inherent in complex socio-economic productive systems.
3. To reinforce useful analytical tools for operational tasks.
4. To recognize situations in a production system environment that suggests the use of quantitative methods to assist in decision making on operations management and strategy.
5. To understand how Enterprise Resource Planning and MRPII systems are used in managing operations
6. To increase the knowledge, and broaden the perspective of the world in which the manager has to contribute talents and leadership in business operations.

### **Course Outcomes**

1. Understand the core features of the operations and production management function at the operational and strategic levels, specifically the relationships between people, process, technology, productivity and quality and how it contributes to the competitiveness of firms.
2. Explain the various parts of the operations and production management processes and their interaction with other business functions (strategy, engineering, finance, marketing, HRM, project management and innovation)
3. Students will develop an integrated framework for strategic thinking and decision making to analyze the enterprise as a whole with a specific focus on the wealth creation processes
4. Students Develop the ability to identify operational methodologies to assess and improve an organizations performance
5. B-NNTo develop an understanding on how to create a production entity with focus on - Production Base, Financial (Cost) Performance, Technical and Operational capabilities, Human Capabilities

### **UNIT-1**

Introduction: production and operations management-Definition, Nature and Scope Historical Evolution of Production and Operations Management –Role & responsibilities of the production manager – Emerging roles of production manager in competitive markets, technology management and automation. Types of manufacturing processes -Differences between Manufacturing and Service Operations

**UNIT-2**

Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling. Enterprise Resource Planning, new Product development and design - stages & techniques.

**UNIT-3**

Managing of Work Environment –Automation —Technology Management- Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure. Inventory control —Types of Inventory Control Systems – Strategies of Inventory Control Systems- JIT, VMI.

**UNIT-4**

Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Total Quality Management - Zero Defects Programmes Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - Total Productive Maintenance (TPM). Industrial Safety.

**UNIT-5**

Stores Management: Objectives of Stores Management – Functions of Store Keeper Material Management- Types of Inventory- safety stock Inventory, Value Analysis– importance in cost reduction – concepts and procedures Bin Cards.

**REFERENCES**

1. Panner Selvem: “Production and Operation Management”, Prentice Hall of India, NewDelhi, 2012.
2. K.Aswathappa, K. Shridhara: “Production & Operation Management”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “Production and Operation Management”, TMH, New Delhi, 2012
4. Deepak Kumar Battacharya: “Production & Operation Management”, University Press, New Delhi, 2012.
5. Upendra Kachru: “Production and Operations Management”, Excel Books, New Delhi, 2013. 6.. L.C. Jhamb: “Production and Operations Management”, Everest Publishing House, New Delhi, 2013.

**Course Code:**  
**3099171205**

**BUSINESS RESEARCH METHODOLOGY**

**L T P C**  
**3 0 - 3**

**UNIT-I**

Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs. quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research – Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

**UNIT-II**

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

**UNIT-III**

Survey Research and data analysis: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

**UNIT-IV**

Statistical Inference & quality control: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test. Basic concepts of artificial neural network (ANN) modeling

**UNIT-V**

Multivariate Analysis: Nature of multivariate analysis, Multivariate techniques (Regression, Co-variance, Correlation, Factor, Conjoint), analysis of dependence, analysis of interdependence. Bivariate analysis – tests of differences – t-test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## REFERENCES

1. Navdeep and Guptha : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
2. Willam G. Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
3. S. Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.
4. UWEFLICK: “**Introducing Research Methodology**”, SAGE, New Delhi, 2012.
5. C R Kothari: “**Research Methodology**”, New Delhi : New Age International (P) Ltd., ©2004.
6. M. V. Kulkarni: “**Research Methodology**”, Everest Publishing House, New Delhi, 2010.
7. Sachdeva: “**Business Research Methods**”, Himalaya Publishing House, Mumbai, 2011
8. Ranjit Kumar: “**Research Methodology**”, Pearson, New Delhi, 2012
9. Deepak Chawla, Neena Sondhi: “**Research Methodology, Concepts and Cases**”, Vikas Publishing House, New Delhi, 2011.
10. Alan Bryman, Emma Bell: “**Business Research Methods**”, Oxford University Press, New Delhi, 2011.

**Course Code:**  
**3099171206**

**ORGANIZATIONAL BEHAVIOR**

**L T P C**  
**3 0 - 3**

**Course Objectives**

The objectives of the course are:

1. To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective.
2. To obtain frameworks and tools to effectively analyze and approach various organizational situation Organisational situations
3. To provide a basic knowledge of main ideas and key theories relating to Personality development
4. To develop an interest in, an appreciation of, and a positive attitude toward the many aspects of the subject matter of management.

**Course Outcomes**

After completing this Course, the student should be able to:

1. Fulfill the roles, responsibilities, and expectations required of the position.
2. To discuss the development of the field of organizational behaviour and explain the micro and macro approaches
3. To identify the processes used in developing communication and resolving conflicts

**UNIT 1**

**Introduction** - Nature and scope – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - Models of organizational behavior.

**UNIT 2**

**Perceptual Management:** Nature - Process – selection, organization and interpretation – Influencing factors -Motivation – Concepts - Needs and Motives and theories. Leadership and Motivating people - Leadership Theories. Attitudes and Values: formation - Types

### UNIT 3

**Personality Development:** Nature - Stages, Determinants of Personality, - Johari Window - Transactional Analysis, Learning Processes - Theories, Creativity and Creative -Thinking. Leadership nature and skills. - Behavioral Dimensions and its behavioural modification techniques Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.

### UNIT 4

**Inter-Personal Communication:** Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.

### UNIT 5

**Organization structure and Development:** Taxonomy, Elements of Structure, Determinants of Structure, Functional Aspects of Structure. Stress in Organization and management Negotiation techniques Principles and Design of Organizations, Organizational Culture, Power and Authority. . **Organizational Development** Processes, Change – Resistance to Change.- Interventions, OD techniques and applications.

**Relevant cases have to be discussed in each unit and in examination case is compulsory From any unit.**

### References:

1. K.Aswathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
2. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “**Organizational Behavior**”, Tata McGraw Hill Education, New Delhi, 2008.
3. K.Aswathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
4. Jerald Greenberg and Robert A Baron: “**Behavior in Organizations**”, PHI Learning Private Limited, New Delhi, 2009.
5. Pareek Udai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi, 2007.
6. Jai B.P.Sinha: “**Culture and Organizational Behavior**”, Sage Publication India Private Limited, New Delhi, 2008.
7. Sharma VS, Veluri: “**Organizational Behavior**”.

# **DETAILED SYLLABUS FOR II MBA I & II Semesters**

## Department of Management Studies

### Programme Structure

#### II Year I Semester

S.No	Course code	Name of the Course	Marks	Credits
1	3099172101	Strategic Management	100	3
2	3099172102	Legal Aspects of Business	100	3
3	3099172103	Business Ethics & Corporate Governance	100	3
4	3099172133	Case Study	100	3
5	Specialisation-1	Elective-I	100	3
6		Elective-II	100	3
7	Specialisation-2	Elective-I	100	3
8		Elective-II	100	3
Total			800	24

#### II Year I Semester

.No	Course code	Name of the Course	Marks	Credits
1	3099172201	Logistic and Supply Chain Management	100	3
2	3099172202	Entrepreneurship Development	100	3
3	3099172234	CBCS/ MOOCS	100	3
4	Specialisation-1	Elective-III	100	3
5		Elective- IV	100	3
6	Specialisation-2	Elective-III	100	3
7		Elective- IV	100	3
8	3099172238	Major Project & Comprehensive Viva	200	8
Total			800	29

# **II Year - I Semester**

**Course Code:**

3099172101

**STRATEGIC MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

**Course Overview:**

The business world today is considerably different and more complex than it was in the previous years. Both the challenges and opportunities facing organizations of all sizes today are greater than ever. Organizations are required to continuously find better ways to compete in the rapidly changing global business environment. Survival and competition have become imperative for organizations in the current global scenario. In this context, the course develops the strategic thinking and decision-making abilities of students, especially in relation to understanding the employability of various strategies in different situations.

**Course Objectives:** This course aims at the following objectives:

1. To understand the basic concepts of strategic management
2. To acquire the knowledge about strategic management tools and techniques including SWOT analysis
3. To analyse the approach to formulate strategy for any organization and understand various generic strategies
4. To get the knowledge about strategy implementation and planning systems
5. To evaluate the problems in strategy evaluation and establishing strategic controls

**Course Outcomes:**

On the successful completion of this course the student will be able to:

1. Describe the practical and integrative model of strategic management process that defines basic activities in strategic management
2. Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.
3. Analyze the main structural features of an industry and develop strategies that position the firm most favourably in relation to competition and influence industry structure to enhance industry attractiveness.
4. Analyze the competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement and evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences
5. Able to develop strategic controls for a given enterprise or suggest modifications to existing strategic management systems

### **Unit-I:**

**Introduction:** Concepts in Strategic Management, Strategic Management process –Developing a strategic Vision, Mission, Goals, Objectives, Policies – Factors that shape a company's strategy – Drafting a strategy - Industry and Competitive Analysis

### **Unit-II:**

**Environmental Scanning and leadership:** Methods for Environmental Scanning. SWOT Analysis – Competitive Advantage of a Firm, Strategies and Competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Strategic Leadership - Developing Human Capital and Social Capital – Balanced Scorecard

### **Unit-III:**

**Strategy Formulation:** Strategic information systems – Strategy Framework for analyzing competition - Porter's Value Chain Analysis, Exit and Entry Barriers - Formulation of strategy at Corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies

### **Unit-IV:**

**Global level Strategies and Strategy Implementation:** Strategy and Structure, Culture and Leadership Strategies for competing in Global markets – Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

### **Unit-V:**

**Strategy Evaluation and control:** Establishing strategic controls - Measuring performance – qualitative and quantitative techniques - Benchmarking performance evaluation Systems - Problems in measuring performance –Strategic surveillance -strategic audit- Social Audit.

### **Text Books:**

1. Vijaya Kumar P,.Hitt A: Strategic Management, Cengage learning, New Delhi,2010
2. John A PearceII, AmitaMital: "Strategic Management", TMH, New Delhi, 2012.
3. Sanjay Mohapatra: "Cases Studies in Strategic Management", Pearson, New Delhi,2012

### **Reference Books:**

1. Adrian Haberberg&Alison: Strategic Management, Oxford University Press, New Delhi, 2010

2. P.Subba Rao: “Business Policy and Strategic Management” Text and Cases, Himalaya Publishing House, New Delhi, 2011
3. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: “Strategic Management and Business Policy”, Excel Books, New Delhi, 2012

**Course Code:**  
**3099172102**

## **LEGAL ASPECTS FOR BUSINESS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### **Course Overview:**

Law and legal institutions play a major role in the conduct of business. The purposes of laws relating to business in India are mainly twofold: To create an environment conducive to the growth of business; and to make sure that business operates within the larger framework of governance in the country. There are a number of laws that have a bearing on the conduct of business. These covers broadly areas relating to corporate legal framework; business transactions; labour; environment; dispute resolution etc. In this course an attempt is made to introduce the students to certain important legal aspects of business. The course is divided into four modules dealing with formation of contract, breach of contract and its remedies; Sales of Goods Act; Negotiable Instruments; Formation of companies and its management; and Information Technology Act. In addition to the relevant statutory provisions, important case laws would be discussed under each module.

### **Course Objectives:**

1. To provide an overview of important laws that have a bearing on the conduct of business in India.
2. To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.
3. To understand various modes of dispute resolution in business transactions.
4. To enable with practical legal knowledge of general business law issues and help to become informed, sensitive and effective business leaders.
5. As the business managers are called upon to create value, marshal resources and manage risk, it is imperative that they should understand fundamental legal issues pertaining to business world to enhance their ability to lead and delegate.

### **Course Outcomes:**

After completing this course the students would be able

1. To understand contract act and sales of goods act.
2. To have a basic understanding of the laws relating to consumer protection, companies and dispute resolution.
3. To acquire the knowledge about contract of agency and Indian partnership act.
4. To develop the knowledge about the recent acts such as environmental protection act and goods and services tax.
5. To apply the concepts of information technology act in real world business.

### **Unit-I:**

**Importance of Commercial Law:** The Indian Contracts Act, 1872 -Classification of Contracts – Essentials of a Valid Contract –Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies. Contract of agency: creation of Agency-Duties and rights of Principal and Agents-Liability of Agent and Principal –Termination of Agency - Online contracts-Applicability of Indian Contract Act, 1872

### **Unit-II:**

**Sales of Goods Act:** Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale –Rights of an Unpaid Seller. Goods and Services Tax Act 2017.

### **Unit-III:**

**Negotiable Instruments Act, 1881-** Kinds of a Negotiable Instruments and endorsement-Presentation and discharge of Negotiable Instrument.

**Indian Partnership Act, 1932:** Meaning and Essentials of Partnership- Registration –Duties and Rights of Partners – Dissolution of Partnership

### **Unit-IV:**

**Company Act 1956:** Nature and Amendments in Companies Act 2013 -Types of Companies – Formation – Memorandum of Association-Articles of Association –Kinds of Shares –Duties of Directors-Winding up of the company

### **Unit-V:**

**Information Technology Act 2000:** Cyber Law – Introduction-Need for Cyber Law - Intellectual Property Issues in Cyber Space Cyber Crimes & Legal Framework-Salient features of Environmental Protection Act

### **Text Books:**

1. Ravindra Kumar: “**Legal Aspects of Business**”, Cengage Learning, New Delhi, 2011
2. Kuchhal M C, Deepa Prakash: “**Business Legislation for Management**”, Vikas Publishing House, New Delhi, 2012

3. Pathak: “**Legal Aspects of Business**”, Tata McGraw Hill, New Delhi, 2010
4. S.N.Maheshwari, S.K.Maheshwari: “**A Manual of Business Laws**”, Himalaya PublishingHouse, 2013.
6. P.K.Padhi: “**Legal Aspects of Business**”, PHI Learnings, New Delhi, 2013
7. Chris Reed & John Angel, Computer Law, OUP, New York, (2007).

**Reference Books:**

1. Justice YatindraSingh,Cyber Laws, Universal Law Publishing Co, New Delhi, (2012).
2. Verma S, K, Mittal Raman,Legal Dimensionsof Cyber Space, Indian Law Institute, New Delhi, (2004)
3. JonthanRosenoer, Cyber Law, Springer, New York, (1997).

<b>Course Code:</b>	<b>BUSINESS ETHICS CORPORATE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3099172103</b>	<b>GOVERNANCE</b>	<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### Course Overview:

The course aims to develop an understanding of the underlying concepts of Corporate Governance, business ethics which are relevant to the contemporary business environment. It is designed to foster candidates' understanding of the ethical influences on economic, financial, managerial, and environmental aspects of business

### Course Objectives:

1. To develop an understanding of basic concepts of Business Ethics.
2. To understand the concept of business ethics and its relevance to India and globe.
3. To explain Marketing ethics, Ethical issues in HR to business.
4. To develop better understanding of fundamental concepts of corporate governance in today business. .

### Course Outcomes:

1. To Help Students to learn the overview of Business Ethics and its impact on business.
2. To Promote understanding of the importance ethics in business and to show the impact of unethical practices
3. To Provide the skills with which to recognize and resolve ethical issues in business;

### Unit-I

**Importance of Business Ethics:** Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics (Traditional & Modern theories) – Evolution of business ethics in India - Management Ethics

### Unit-II:

**Impact of Globalization on business ethics- Indian Scenario :**Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets– Various studies on Ethical Attitudes of Managers -Major Indian Scams

### Unit-III:

**Ethics in Marketing, HRM and Finance:** Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector

**Unit-IV:**

**Corporate Governance:** An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECB Principles – Sarbanes-Oxley Act 2002-SEBI Initiatives— Various Committee Reports on Corporate Governance – Corporate Social Responsibility (CSR)

**Unit-V:**

**Corporate Governance Indian Scenario:** Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors– Duties and responsibilities of Auditors – Governance under limited Competition-Rights and Privileges of-Shareholders-Investors’ Problems– Other stakeholders-Corporate Governance in Developed and developing Economies..

**Text Books:**

1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
2. Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
3. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd,2000)

**Reference Books:**

1. K.Mandal: “Ethics in Business and Corporate Governance”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “Cases in Business Ethics”, Cengage Learning, New Delhi, 2012.

**Course Code:**  
**3099172104**

## **PRODUCT MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### **Course Overview:**

This course introduces students to the nature of products, planning process and various marketing strategies of different marketers. It also introduces the process of new product development and explains how a marketing organization handles its activities. It gives a detailed explanation of brand, brand leveraging and brand equity. Finally, it gives various packaging techniques and personal ethics of marketers.

### **Course Objectives:**

1. Understand the basic concepts of product and new product development.
2. Learn strategies of marketers and competitor and customer analysis.
3. Understand the concepts of branding.

### **Course Outcomes:**

1. Understand the basic concepts product and product life cycle.
2. Learn marketing strategies and customer analysis.
3. Understand the brand and concepts of branding.
4. Understand brand building and launch management.
5. Understand concepts in packaging and trends in packaging.

### **Unit-I**

Product Concept-Product types - Product planning –Strategies of Market leaders, Challengers and Followers. Product life Cycle – product differentiation- Product Portfolio Analysis and Development of product mix.

### **Unit-II**

New Product Development: Types of New Product – Organizational system of new product Development – Qualifying new Ideas - Product modification –Designing and managing services – Reasons for failure of new products.

### **Unit-III**

Concept of Branding: Traits of Successful Brands – Brand Positioning -Anatomy of Brand – Leveraging Brands, Brand equity, Brand extension and Brand Building. Model for Global Brand Building

#### **Unit-IV**

Marketing Organization for new product introduction: Market Testing – Launch Management – Marketing Metrics – Public policy Issues – Product liability- Environmental needs – Sale methods- Brand Repositioning - Channel Management – E-Channels – Customer Relationship Management

#### **Unit-V**

Packaging: Introduction – Advantages and Importance of Packaging -Packaging design- labelling, warranties and guarantees – Consumer protection. Product Piracy, Worthy Products - Personal ethics and Residual Issues - Packaging trends in India.

#### **Text Books:**

1. K.S.Chandrasekar: Product Management-Text, Applications and Cases, Himalaya Publishing House, New Delhi.
2. Donald R. Lehmann, Russell S. Winer: Product Management, Tata McGraw-Hill, New Delhi.

#### **Reference Books:**

1. S.A. Chunawalla: Product Management, Himalaya Publishing House, New Delhi.
2. Merle Crawford, Anthony Di Benedetto, New Product Management, Tata McGraw-Hill, New Delhi.
3. Ramanuj Majumdar: “Product Management in India”, PHI Learning, New Delhi.

<b>Course Code:</b> <b>3099172105</b>	<b>PROMOTION AND DISTRIBUTION MANAGEMENT</b>	<b>L</b> <b>3</b>	<b>T</b> <b>0</b>	<b>P</b> <b>-</b>	<b>C</b> <b>3</b>
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### Course Overview:

The purpose of this course is to provide students with an opportunity to learn and apply the major frameworks, theories, current research findings, principles and practices of effective advertising management as part of an Integrated Marketing Communications (IMC) program. By the end of this course, students should not only be familiar with a large body of advertising knowledge, but should also be able to apply this information to create and evaluate effective advertising strategies and tactics.

### Course Objectives:

1. To enable students gain the knowledge on Promotion and Distribution management.
2. To obtain the knowledge about promotional strategies in the market.
3. To acknowledge about the retailers and wholesalers strategies.
4. To make understand the theories and concepts of the promotional mix.
5. To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.

### Course Outcomes:

1. Aid students to put on the practical disclosure on promotion and distribution management.
2. Understand the importance of designing of channels of distribution and problems in channel selection.
3. Apply the concepts of promotional strategies and logistics functions
4. Gain knowledge of ethical and social issues in distribution management.
5. students will understand national and international distribution institutions .

### Unit-I

**Introduction to Promotional Management:** Sales Display and Sales Promotion- Sales Promotion Objectives- Types of Sales Displays- Factors Influencing Sales Promotion- Tools of Sales Promotion- Sales Promotion Strategies- Advertising - Publicity - Public Relations- Functions Theories of Advertising - The Starch Model AIDA - The DAGMAR Model - Theory of Cognitive Dissonance

### Unit-II

**Introduction to Distribution Management:** Physical Distribution Management- The Concepts of Total Distribution Costs and Cost Trade-offs- Customer Service Standards- Strategic Issues in

Physical Distribution- Challenges and Opportunities- From Physical Distribution to Marketing Logistics- Major Logistics

### Unit-III

**Marketing Channels:** Nature and Importance of Marketing Channels- Emergence of Marketing Channel Structures- Types of Marketing Channels- Direct Marketing Channels vs Indirect Marketing Channels- Problems in Distribution- Selection of Distribution Channels- Channel Decisions Distribution analysis, control and management

### Unit-IV

**Channel Institutions and Designing Channel System:** Wholesaling- Agent Wholesaling Middle Man- Patterns in Wholesaling- Wholesaler Marketing Decision- Changing Patterns- Channel Design Decisions- Channel Design Comparison Factors- Ideal Channel Structure- Types of Channels- Implementation and Integration of Channel Design- Motivational tools of Distribution channel

### Unit-V

**Ethical and Social Issues in Distribution Management:** Business Ethics and Sales Management- Ethical Issues facing Sales Managers- Managing Sales Ethics- Modeling Ethical Behavior- Making Decisions on Ethical Problems- Building a Sales Ethics Programme- International Distribution- Challenges in Managing an International Distribution Strategy.

### Text Books:

1. S.A.Chunawalla: “**Advertising, Sales and Promotion Management**”, HimalayaPublishing House, New Delhi,2012
2. S.L.Gupta: “**Sales and Distribution Management**”, Excel Books, New Delhi, 2010
3. Krishna K Havaldar, Vasant M Cavale: “**Sales and Distribution Management**”, TMH,2011.
4. Richard R. Still,Edward W. Cundiff, Norman A. P. Govoni: “**SalesManagement**”,Pearson, New Delhi, 2013
5. Pingali Venugopal: “**Sales and Distribution Management** “, SAGE Publication, NewDelhi,2012.

### Reference Books:

6. George E Belch, Michael A Belch, KeyoorPurani: “**Advertising and Promotion: AnIntegratedMarketing Communication Perspective**”, TMH, New Delhi,2012
7. A.S.Gupta: “**Advertising and Sales Promotion**”, Everest Publishing House, New Delhi,2010
8. TapanK.Panda, Sunil Sahadev: “**Sales and Distribution Management**”, Oxford University Press, New Delhi, 2010

<b>Course Code:</b>	<b>INVESTMENT ANALYSIS AND PORTFOLIO</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3099172106</b>	<b>MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### Course Overview:

This course will emphasize an understanding of the economic forces that influence the pricing of financial assets. Understanding of investment theory will be stressed and tied in with discussion of applicable techniques such as portfolio selection. Although the course material will cover formulae that can be applied in different business situations, a primary objective of this course will be to learn the concepts behind the formulae. Simple memorization of formulae is meaningless in this age of computers; simple computation of formulae is increasingly automated. The added value that a human being brings to a work situation is the ability to impose structure on the situation and to analyze the situation.

### Course Objectives:

This course aims at the following objectives:

1. To learn the basic concepts of investment education like Investment, Equity and Bond Valuation Models, Investment Analysis Portfolio Analysis and Selection and Portfolio Evaluation and Revision.
2. Acquire the knowledge about asset valuations which helps in investment analysis.
3. Understand the approach to investment analysis and efficient market theories.
4. To provide knowledge about portfolio management process and various portfolio models
5. To know the methods of portfolio evaluation and revision

### Course Outcomes:

On the successful completion of this course the student will be able to:

1. Meet the needs of students who want to pursue career in the investment field, use the various alternatives available for investment.
2. Find the relationship between risk and return and learn to measure risk and return and adopt the same in the real-life situations.
3. Value the equities and bonds.
4. Undertake the tasks of investment analysis and portfolio analysis
5. Adopt and apply portfolio evaluation models for the realistic situations

## Unit-I

**Concept of Investment Education:** Investment Vs Speculation, Investment alternatives - Investment Process - Sources of Investment Information – 2. Financial Markets: Primary market (M1, M2, M3)-Secondary market; Stock Exchange: Meaning, Functions, regulatory structure, Types of stock exchanges, Trading mechanism, Calculation of SENSEX and NIFTY.

## Unit-II

**Return and Risk:** Meaning and Measurement of Security Returns. Risk, Types of risk, Portfolio risk, Review Evaluation of Risk and return analysis 2. Equity and Bond Valuation Models – Valuation of equity, Valuation of Bonds, Bond Pricing Theorems convexity, duration, bond Immunization. (Problems)

## Unit-III

**Investment Analysis:** Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Candlestick Analysis \_Elliot Wave Theory – Trends and Trend Reversals - Efficient Market Theory –Hypothesis- Forms of Market Efficiency.

## Unit-IV

**Portfolio Analysis and Selection:** Elements of Portfolio Management, Portfolio Management Process, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory. (Problems)

## Unit-V

**Portfolio Evaluation and Revision:** Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems)

### Text Books:

1. S.Kevin: “Security Analysis and Portfolio Management”, PHI Learning, New Delhi, 2009
2. Punithavathy Pandian: “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi, 2009
3. Reilly, Brown: “Analysis of Investments and Management of Portfolios”, Cengage Learning, New Delhi, 2013

**Reference Books:**

1. Prasanna Chandra, “Investment Analysis and Portfolio Management”, TMH, New Delhi, 2013
2. Shashi and Rosy: “Security Analysis and Portfolio Management Investment Management”, Kalyani Publishers, New Delhi 3<sup>rd</sup>ed.
3. Sudhindra Bhat, “Security Analysis and Portfolio Management”, Excel Books.32
4. Charles.P.Jones, “Investments: Analysis and Management”, John Wiley & Sons, Inc. 9th Ed.
5. Preeti Singh, “Investment Management”, Himalaya Publishing House. New Delhi.
6. Peter L. Bernstein and Aswath Damodaran, “Investment Management”, Wiley Frontiers in Finance.
7. Dhanesh Khatri, “Investment Management and Security Analysis;Text and Cases”, Macmillan Publishers. New Delhi, 2011
8. V.K.Bhalla: “Fundamentals of Investment Management”, S.Chand, New Delhi, 2013

<b>Course Code:</b>	<b>BANKING AND INSURANCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3099172107</b>		<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### Course Overview:

The course has been designed to expose students to the understanding of banking and its technicalities. The course prepares students for a professional qualification in banking & insurance and provides a solid base in the field of Banking & insurance, thus making it easier to acquire leadership/Managerial role in both Banking & insurance sector. The programme will also illuminate the economic functions of banks, banking and insurance industry.

### Course Objectives:

1. To develop an understanding about fundamental concepts of Banking
2. To understand about financial system and its role and to study on NPA
3. To analyze the Banking & Insurance regulations
4. To gain an overall understanding of Insurance industry

### Course Outcomes:

1. The students will also develop a critical knowledge and understanding core theories of Banking
2. Familiarize Students' with insurance services and its companies.
3. Help Students to learn the overview of financial institutions and services

### Unit-I

**Introduction to Banking:** Introduction to Indian Financial System - Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Financial statements of banks with special focus on Indian banks -Financial statement analysis of banks: CAMEL Approach, Key Performance indicators

### UnitII

**Bank Funds:** Features of Bank Credit-types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis-Non-Performing Assets: - gross and net concept of NPAs, causes, implications & modes of recovery and management of NPAs (Recent issues)

### UnitIII

**Regulation & Innovations in Banking System:** Regulation of Bank Capital: The need to Regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I, II and III. - Banking Innovations – **Electronic banking:** Core Banking Solution (Plastic Money – National Electronic Funds Transfer - ATM – Cash deposit Machine- Virtual Currency- Crypto currency- Mobile Phone Banking - Net Banking) Marketing of banking services: Concepts and consequences.

### UnitIV

**Introduction to Insurance:** Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and Advantages - Marketing channels: Agents & brokers – professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.

### UnitV

**Insurance and General Insurance: Life Insurance** - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products-Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - **General insurance** –Overview, Types Third Party Administrators- Micro Insurance in India- An overview of IRDA.

### Text Books:

13. Peter.S.Rose & Sylvia. C. Hudgins: “**Bank Management & Financial Services**”, Tata McGraw Hill New Delhi, 2010,
14. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B: “**Risk Management & Insurance**”, Cengage Learning, New Delhi

### Reference Books:

1. Vasant Desai: “**Banks & Institutional Management**”, Himalaya Publishing House 2010.
2. R.K.Sharma, Shashi and Jagwant: “**Banking and Insurance**”, , Kalyani Publishers, 16th edition.

<b>Course Code:</b>	<b>COMPENSATION AND PERFORMANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3099172108</b>	<b>MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### Course Overview:

Compensation management in organizations, including the role of human resources management in dealing with employees, and methods used to provide compensation. It also highlights the importance of maintaining the capable education qualification, the value of developing their skills, and the significance of providing the appropriate atmosphere for them. Several important topics will be addressed in the class such as: Compensation professionals' goals within a human resource department. Wages concepts and Theories, Welfare measures, Performance Management and systems, Appraising for Recognition and Rewards concepts

### Course Objectives:

1. To understand the various dimensions of Compensation Management.
2. To familiarize the role of various bodies involved in Compensation Management.
3. To learn basic compensation concepts and the context of compensation practice and to understand the legally required employee benefits
4. To analyze the objectives and principles of Performance Management
5. To understand the merging dimension of Performance Management system i.e., CPMs

### Course Outcomes:

1. Determine concepts of compensation and designing of effective compensation system.
2. Understand Wages and various concepts of Wage payments.
3. Understand administration of wage and salary.
4. Determine effectiveness of performance management in an organization.
5. Analyze concept of performance appraisal for reward and recognition

### Unit-I

Compensation: concept and definition – objectives and dimensions of compensation program – aligning compensation strategy with business strategy –concept of reward - non-financial compensation system - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behavior - the new trends in compensation management at national and international level

## Unit-II

**Wage concepts and theories:** Definition of Wage, Classification of wages; minimum wages, fair wages – money and real wages, Subsistence wage - wage theories – Wage differentials – Trends in Wage levels- wage incentives in India, recommendations of the National Commission on Labor – fringe benefits.

## Unit-III

**Wage and Salary administration:** Difference between Wage and Salary- Nature and importance - wage determination process – methods of wage fixation – wage structure - wage problems – wage administration –economic objectives of wage policy – Determination- Salary Administration- Types of pay structures- The payment of Wages Act 1936, The Minimum Wages Act 1948

## Unit-IV

**Performance Management:** Definition and scope - Performance Management System: objectives – Functions- Performance Management Cycle Importance - methods- process- Goal Setting- Linkages to Strategic Planning- Competency mapping- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems - Balanced Score Card

## Unit-V

**Appraising for Recognition & Reward:** Purpose of Appraising – appraisal system design Methods of appraisal – Implementing the appraisal system –Organizational effectiveness - Performance management skills –Building and leading High performing teams – Performance Monitoring and Counseling: Principles of Monitoring-Monitoring Process- Periodic reviews- Problem solving- Role efficiency- Coaching- Counseling and Monitoring- Performance Audit

### Text Books:

1. Topomoy DEB: “**Compensation Management**”, Excel Books, New Delhi, 2009
2. A.M.Sarma, N.Sambasiva Rao: “**Compensation and Performance management**”, HimalayaPublishing House, Mumbai
3. A.S. Kholi: “**Performance Management**”, Oxford University Press, New Delhi,2012
4. DewakarGoel:“**Performance Appraisal and Compensation Management**”, PHI Learning,New Delhi, 2012

### Reference Books:

1. George T Milkovich, JerryM Newman, C.S.Venkatratnam: “**Compensation**”, TMH, NewDelhi, 2013
2. Prem Chadha: “**Performance Management**”, Macmillan India, New Delhi, 2008.
3. Bagchi: “**Performance Management**”, Cengage Learning, New Delhi, 2012.

<b>Course Code:</b>	<b>MANAGEMENT OF INDUSTRIAL RELATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3099172109</b>		<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### Course Overview:

This course serves as an introduction into the field of industrial relations. Students will learn about the history of the field and of labor unions, how the industrial relations system in the India works in general, and differences and similarities between public and private sector industrial relations. . It will also cover IR systems, the external environment affecting IR, management and trade union activity at the strategic, functional and workplace levels, collective bargaining and industrial democracy.

### Course Objectives:

1. To introduce students to the terminology, history, and models of the industrial relations system.
2. To provide tools and other resources for students who will be pursuing further instruction and research in industrial relations
3. To provide the various grievance Redressal mechanisms
4. To provide current practices of trade unions in industries.
5. To make them understand the role of workers participation in management.

### Course Outcomes:

1. Apply the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels.
2. Recognise and consider the social, historical and equity issues within industrial relations.
3. Investigate solutions to industrial relations problems based on research and assessment of current practices.
4. Communicate their knowledge of industrial relations in both written and verbal formats reactive to both audience and purpose to solve grievances.
5. To distinguish the procedure concerning worker participation and participatory institutions and instruments of trade union representation

### Unit-I

**Industrial Relations Management:** Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences.

**Economic, Social and Political environments-** Employment Structure –Social Partnership- Wider approaches to industrial relations- Labour Market

### Unit-II

**Trade Unions:** Introduction-Trade unions- Definition & Objectives - Growth of Trade unions in India- Trade union Act -1926 and Legal frame work- Union recognition- Union problems- Employers association introduction- Objectives –membership-financial status- **Quality of Work Life:** Workers participation in management- Workers participation in India ,Shop floor, Plant Level, Board level - Collective bargaining-concept-Characteristics-promoting peace.

### Unit-III

**Wage & Salary Administration:** Nature & significance of Wage & salary administration- Essentials of minimum wage, Fair Wage, Real wage- Incentives& fringe benefits- Issues and constraints in wage determination in India- Minimum wages Act- Payment of Wages Act- Payment of Bonus Act.

### Unit-IV

**Social Security:** Introduction & Types - Social security in India- Health & Occupational safety programs- Salient features of Workmen Compensation Act and Employees' State Insurance Act relating to social security - Employee provident fund Act- Gratuity Act Relating to social security- Workers Education objectives- Rewarding

### UNIT-V:

**Employee Grievance:** Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

### Text Books:

1. Mamoria: “**Dynamics of Industrial Relations**”, Himalaya Publishing House, New Delhi, 2010
2. Sinha: “**Industrial Relations, Trade Unions and Labour Legislation**”, Pearson Education, New Delhi, 2013

### Reference Books:

1. B.D.Singh: “**Industrial Relations**” Excel Books, New Delhi, 2010
2. C.S Venkataratnam: “Industrial Relations”, Oxford University Press, New Delhi, 2011
3. Arun Monappa: “Industrial Relations”, TMH, New Delhi. 2012
4. Ratna Sen: “Industrial Relations”, MacMillon Publishers, New Delhi, 2011
5. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai

# **II Year - II Semester**

**Course Code:**  
**3099172201**

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

**Course Overview:**

This course provides an overview of how firms use distribution intermediaries to gain a competitive advantage in local and global markets through the integration of logistics management. Also covers management of the physical flow of products and information throughout the entire supply chain including physical distribution, transportation, warehousing, customer service, materials management, logistics alliances and global logistics, systems planning, and operations and management of the supply chain.

**Course Objectives:**

1. To develop an understanding the functions comprising logistics, how these functions interact, and how logistics can be managed as a system to reduce total cost.
2. To gain a working understanding of logistics principles and to expose students to the language of logistics
3. To introduce students to the key activities performed by the logistics function including distribution, transportation, global logistics and inventory control.
4. To distinguish the effective strategies for logistics managers to improve corporate performance while simultaneously increasing customer service and improving corporate performance
5. To provide a basic understanding of the issues in Supply Chain Management, and provide them with the tools to analyze and solve business problems.

**Course Outcomes:**

After completing this Course, the student

1. Acquires knowledge of the functional components within logistics to the interrelationships in the integrated supply chain.
2. Knows Difference between logistics and supply chain management & gain knowledge on Benchmarking.

3. Learns the logistics technology tools and resources, in order to comply with the requirements of logistics/supply chain management.
4. Evaluate and select warehousing and transportation options and recommend appropriate solutions for business requirement.
5. Understands how technology has and continues to change logistics and supply chain management.

**Unit-I:**

**Logistics Management:** Nature and Importance - Logistics and Competitive strategy: Competitive advantage-Gaining Competitive advantage through logistics-Models in Logistics Management

**Supply Chain management:** Concept, objectives and Functions of Supply Chain; Process view of a Supply Chain; Supply Chain Performance: Competitive Advantage and Supply Chain Strategies, Achieving Strategic fit.-Customer service and retention-Basic service capability-Value added services- Emerging trends in logistics and supply chain management

**Unit-II:**

**Measuring logistics costs and performance:** Logistics costs-The concept of Total Cost analysis-Principles of logistics costing-Logistics and the bottom-line-Impact of Logistics on share holder value-Customer profitability analysis-Direct product profitability-Cost drivers and Activity Based Costing

**Unit-III:**

**Logistics and Supply chain relationships:** Bench marking - Objectives, Bench marking Cycle-Benchmarking the logistics process and SCM operations -Mapping the supply chain processes - Supplier and distributor benchmarking -Setting benchmarking priorities - Identifying logistics performance indicators -Channel structure - Economics of distribution -Channel relationships - Logistics service alliances.

**Unit-IV:**

**Sourcing, Transporting and Pricing Products:** Sourcing decisions and transportation decisions in supply chain -Transportation Infrastructure -Suppliers of transport services - transportation economics and pricing - documentation - pricing and revenue management

**Coordination in Supply Chain:** Introduction, Lack of Supply Chain Coordination and the Bullwhip effect, Impact of Lack of Coordination, Obstacles to Coordination in Supply Chain

**Unit-V:**

**Global Logistics and Global Supply Chain:** Logistics in Global Economy, Change in Global Logistics-The global supply chains -Global Supply Chain business process; Global Strategy; Global Purchasing, Global alliances –Issues and Challenges in Global supply chain Management- Role of Government in controlling international trade-Role of WTO in supply chain.

**Text Books:**

1. K.Sridhar butt, “Logistics and Supply Chain management”, Himalaya Publishers, New Delhi, 2009
2. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.

**Reference Books:**

1. D.K.Agrawal: “Distribution and Logistics Management”, MacMillan Publishers, 2011
2. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and
3. Operation”, Pearson Education, New Delhi 2013
4. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009

**Course Code:**  
**3099172202**

**ENTREPRENEURSHIP DEVELOPMENT**

L	T	P	C
3	0	-	3

**Course Overview:**

This course provides business and non-business majors with the skills necessary to succeed as an entrepreneur. The fundamentals of starting and operating a business, developing a business plan, obtaining financing, and basic knowledge on institutions which provide EDP's will be covered.

**Course Objectives:**

1. To give a overview on the concept of Entrepreneurship
2. To understand the role and qualities of an entrepreneur
3. To know Ethical Responsibilities of an entrepreneur
4. To understand the concept of Women Entrepreneurship
5. To know the entrepreneurial motivation

**Course Outcomes:**

1. Give an outline of Entrepreneurship
2. Explain the concept of entrepreneurship and Women entrepreneurship
3. Extract the essence of entrepreneurial motivation
4. Elucidate the problems of women entrepreneurship
5. Debate on Entrepreneurship

**Unit-I**

**Entrepreneurship:** Importance, growth, Opportunities - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship- **Social Entrepreneurship.** Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs, **Assistance to women entrepreneurship** – corporate entrepreneurship – mobility of entrepreneur

**Unit-II**

**Training:** Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes. Incubation process: Idea to venture.

### Unit-III

**Planning and Evaluation of Projects:** Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

### Unit-IV

**Small and Micro Enterprises:** Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in International business.

### Unit-V

**Institutional support to entrepreneur and MSMEs:** Role of Government - Role of IDBI, NIESBUD, SISI, and DIC - Financial Institutions-Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme. Types and Sources of Financing for Start-up Businesses.

#### Text Books:

- Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
- P.C. Shejwalkar: “Entrepreneurship Development”, Everest, Publishing House, New Delhi, 2011

#### Reference Books:

- VSP Rao, Kuratko: “Entrepreneurship”, Cengage Learning, New Delhi,
- K. Ramachandran: “Entrepreneurship Development”, TMH, New Delhi, 2012
- B. Janakiram, M Rizwana: “Entrepreneurship Development” Excel Books, New Delhi, 2011
- Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi, 2012
- Manjunatha, Amit Kumar Goudar: “Management and Entrepreneurship” University Science Press, New Delhi, 2011
- Eric A Morse, Ronald K Mitchell: “Cases in Entrepreneurship”, SAGE Publication, New Delhi, 2011

**Course Code:**  
**3099172204**

## **SERVICES MARKETING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### **Course Overview:**

Services' marketing introduces students to state-of-the-art research and practice in services marketing. This course emphasizes discussion of the field's most current services marketing concepts, principles, and theories. Application of services marketing concepts to actual business situations is through case analysis and outside projects.

### **Course Objectives:**

1. Understand the theory and concepts pertaining to Services marketing.
2. To know the key dimensions of services marketing and how to measure the quality of the service through different techniques.
3. Understand how to develop effective service marketing strategies that emphasizes the value exchange between service provider and their customers.
4. Understand the role of CRM in services marketing
5. To know the marketing practices performed by the different service industries.

### **Course Outcomes:**

1. Student will develop familiarity with the concepts of Services Marketing
2. Student will be able to measure the service quality by applying the tools and techniques.
3. Develop an awareness of strategies building and marketing mix
4. Can evaluate the behavior of the customer, and the strategies to retain them.
5. Student can frame marketing strategies for a service companies basing on their nature.

### **Unit-I**

**Introduction to Services Marketing:** Scope and Definition- Services Marketing Environment- Differentiate Goods and Services- Components and Characteristics of services- Service Delivery as a System- Service Facility Design and Layout- HRM Issues, Building Services Aspirations.

### **Unit-II**

**Key Dimensions of Services Marketing:** Service Environment- Service Blue Printing- Service Encounter- Demand Supply Management- Customer Expectations- - Service Quality- Service Quality Gap- Service Quality Audit-Delivering Quality Services-Services Traingle - Bench

Marking-TQM-Customer Satisfaction Measurement Techniques- MPQ-ROQ- Service Guarantees.

### Unit-III

**Management of Services Marketing:** Introduction- Marketing Mix- Developing a Package- Product Attractiveness- Components of Promotion Mix- Strategic Services Marketing- Service Target Segments and Positioning strategies- Creating and Maintaining Value Relationship- Market Leadership Strategies

### Unit-IV

**Customer relationship marketing:** Relationship marketing, the nature of service consumption, understanding customer needs and expectations, strategic responses to the intangibility of service performances - customer loyalty ladder - Wheel of customer loyalty-Customer Development Process, customer Retention, Customer satisfaction, Importance of customer retention, Customer Retention Strategies

### Unit-V

**Service Marketing Practices:** Marketing of Financial and Insurance Services- Major Characteristics- Technological Innovations, Marketing of Hospitality, Travel and Tourism Products, Yield Management, Marketing of Educational, Software and other Professional Services, Marketing of Health Care, Cellular and Entertainment Services, Retail Marketing, Internationalization of Services, Off shoring, ITES.

#### Text Books:

1. Dr. S. Shajahan: Services Marketing, Himalaya Publishing House, New Delhi 2009.
2. K. Rama Mohana Rao, Pearson Education Publishing, New Delhi 2007.
3. S.M.Jha: Service Management and Marketing, Himalaya Publishing House, New Delhi, 2011

#### Reference Books:

1. C. Bhattacharjee: Services Marketing, Excel Books, New Delhi, 2010
2. Vasanti Venugopal, Raghu V. N, Services Marketing, Himalaya Publishing House, New Delhi 2012.
3. Rajendra Nargundkar: "Services Marketing", Tata McGraw Hill, New Delhi, 2011.

**Course Code:**  
**3099172205**

## **CONSUMER BEHAVIOUR**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### **Course Overview:**

This course introduces students about the behavior of the consumer. It also focuses on various consumer buying behavior models. It delivers various factors and motives which influence the consumer. Consumer learning and motivation process have significant role in analyzing the markets. It clearly delivers the communication process, its components and pre, post purchase process. Finally, it also covers consumer protection act and rights of the consumer in Indian marketing environment.

### **Course Objectives:**

1. Understand the consumer buying behavior and models of consumer behavior.
2. Learn how consumer learns and modifies buying behavior.
3. Understand the importance of communication process in consumer purchasing behavior
4. Understands concept of consumerism in consumer behavior.
5. Learn the various consumer protection acts and rights of consumer

### **Course Outcomes:**

1. Understand consumer behavior, models and learning process.
2. Analyze consumer attitude formation, change and consumer communication.
3. Understand psychological factors affecting consumer behavior and post purchase process.
4. Understand consumerism and consumer protection acts.
5. Understand consumer information, privacy and dispute redressal commission

### **Unit-I**

**Introduction to Consumer Behavior:** Understanding consumers and market segments. Evolution of consumer behavior, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behavior Model

### **Unit-II**

**Psychological Foundations of Consumer Behavior:** Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

### Unit-III

**Communication and Consumer Behavior:** Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior.

### Unit-IV

**Consumerism:** The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues

### Unit-V

**Consumer Protection:** Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes redressal Commission- Consumer benefits with GST Act 2017.

### Reference Books

1. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behaviour Text and Cases”, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011.
3. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003.
6. Roger D. Black Well et al, Consumer Behaviour, 9/e Cengage, New Delhi, 2012.

**Course Code:**  
**3099172206**

**INTERNATIONAL FINANCIAL  
MANAGEMENT**

**L T P C**  
**3 0 - 3**

**Course Overview:**

Globalization era has given way to Competitive global environment Domestic as well as multinational corporations (MNC) are either directly or indirectly exposed to international competition and a requirement of an understanding of various currency risks and international financial markets becomes imperative. This course aims at providing students with an in-depth knowledge of international finance issues.

**Course Objectives:**

The objectives of this course are:

1. To Provide overview of International financial system-markets, Institutions, Instruments
2. To develop an understanding of Frame work of Foreign exchange
3. To Study the Global financial management in MNCs
4. To Know the various international financing/investing activities,
5. To understand International taxation and Global Indebtness

**Course Outcomes:**

Upon successful completion of this paper, the student should be able to:

1. Demonstrate the understanding of international financial theory and
2. To illustrate applications pertaining to, e.g., exchange rate determinants, foreign exchange exposure, foreign direct investment, interest rate parity, and the balance of payment.
3. Develop a frame of reference through which to identify, evaluate, and solve problems pertaining to international financial management.
4. Develop critical and analytical skills and the ability to international financing
5. Illustrate the international taxation methods and management of External Indebtness.

**Unit-I**

**Introduction to Global Financial Management:** Evolution of international financial system- International Financial Markets-Instruments- Euro CP, Euro Bonds, Euro Equity, ADRs, GDRs.; International Financial Institutions- ADB, International Monetary Fund (IMF), IBRD(International bank for reconstruction and Development), BIS, Multi-lateral development banks (MLDB)-International Monetary Reforms(ADR)

## Unit-II

**Management of Exchange:** Sources and Uses of foreign exchange-Balance of Payments (Equilibrium vs Disequilibrium)- correcting mechanism-Foreign Exchange Market mechanism; Exchange Rates-Determination of Exchange Rates- Different Theories- Convertibility of Indian Rupee-Recent trends

## Unit-III

**Global Financial Management:** Globalization and MNCs- New Challenges and Opportunities- PESTLE analysis - Global Organizational structure; Sources of funds for MNCs- Foreign direct investment (FDI) and motives, theories-multinational capital structure decision; International portfolio diversification

## Unit-IV

**Risk Management in MNCs:** Types of risks-Exchange Rate Risk-Evaluation and internal and external techniques of exchange rate risk management; Interest rate risk-Measurement and techniques of interest rate risk management; Political risk-Evaluation and management of political risks. Measurement of Politico-Economic Risk- Management of International Transactions Exposure.

## Unit-V

**Global Indebtedness and Tax environment:** International Tax Environment External Resources and Development- Nature and Magnitudes of External Debt- Factors influencing Debt Crisis- Management of external Indebtedness and Challenges

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## Reference Books

1. Eun C.S., Resnick B.G: "International Financial Management", Tata McGraw Hill Education Pvt. New Delhi 2010
2. Jeff Madura, "International Financial Management" Cengage Learning Limited, 2008.
3. PG Apte, "International Financial Management" Tata McGraw Hill Limited, 2009.
4. Sharan V., "International Financial Management", PHI Learnings, New Delhi, 2012.
5. V.A.Avadhani: "International Financial Management" Himalaya Publication, 2013

**Course Code:**  
**3099172207**

## **FINANCIAL RISK MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### **Course Overview:**

Effective risk management is not only a cornerstone of good corporate governance; it is increasingly an essential business tool that assists with the development of strategy, the preparation of Business Plans and decision-making processes. This course will apply the fundamental concepts of risk management to a number of key business functions and equip you to perform risk assessments, develop appropriate mitigation strategies and effectively communicate outcomes to senior management.

### **Course Objectives:**

1. Develop a common understanding of risk across multiple functions and business units so we can manage risk cost-effectively on an enterprise-wide basis.
2. Achieve a better understanding of risk for competitive advantage.
3. Build safeguards against earnings-related surprises.
4. Build and improve capabilities to respond effectively to low probability, critical, catastrophic risks.
5. Achieve cost savings through better management of internal resources.

### **Course Outcomes:**

After completing this Course, the student should be able to:

1. Apply risk management concepts in present business situations.
2. Identify the lessons learned from some of major corporate collapses.
3. Measure typical risk factors and treatment options .
4. List the Regulatory and Other Issues in Risk Management areas.

### **Unit-I**

**Introduction to Risk Management:** Role of Financial Institutions- Future Trends and Global Issues- Financial Services provided by Intermediaries- Need of Risk Management- What is Risk-Sources of various Risk- Risk Management framework in Organization- Identification of Risks like Liquidity Risk, Market Risk, Foreign Exchange Risk, Operational Risk etc.

### **Unit-II**

**Measurement of Risks:** Measurement of Interest Rate Risk and Market Rate Risk-Measurement of Credit Risk- Measurement of operational and Technology Risk- Measurement of Foreign

Exchange and Sovereign Risk- Measurement of Liquidity Risk- Measurement of Off Balance Sheet Risks.

### **Unit-III**

**Management of Risks:** Process of Risk management – Risk management research-Risk Management Tools- Interest Rate Risk Management: Market Risk- Credit Risk - Operational Risk - Foreign Exchange and Sovereign Risk - Liquidity Risk -Risk Reporting

### **Unit-IV**

**An Overview of Risk management in banks** - Regulatory Frame Work- Revised RBI Risk Management Norms to Banks- Organizational Structure for Market and Credit Risk- SEBI, NHB- Bank for International Settlement- BASEL Committee on Banking Supervision- BASEL Settlement I,II& III.

### **Unit-V**

**Important Concepts of Risk Management:** Time Value of Money- Advance Bond Concepts- Calculation of VaR- Black-Scholes Model- Moody's KMV Portfolio Manager- Future scenario of risk Management with reference to derivatives.

### **Text Books:**

1. Dr. G. Kotreshwar: "Risk Management", Himalaya Publishing House, Delhi. 2012
2. Trieschmann, Hoyt, Sommer: "Risk Management and Insurance", Cengage Learning. 2005,
3. Dhanesh Kumar Khatri: "Derivatives and Risk Management", Mac Millan, 2012

### **Reference Books:**

1. Vivek, P.N. Asthana: "Financial Risk Management", Himalaya Publishing House, Delhi. 2012
2. Rene M. Stulz. "Risk Management & Derivatives" Cengage Learning. 2003.

**Course Code:**  
**3099172208**

**GLOBAL HUMAN RESOURCE  
MANAGEMENT**

**L T P C**  
**3 0 - 3**

**Course Overview:**

This course provides an understanding of the role of human resource management (HRM) in international contexts. The course is divided into four areas of study: the context of international HRM, strategic and functional HRM in international contexts, Cross Culture Management, and comparative international contexts. Specific topics include globalisation; strategic HRD issues in international contexts; issues related to host, home and third country nationals; recruitment, selection, training, development and compensation in international contexts, expatriation and repatriation. Studies of the HR context of selected countries are also included

**Course Objectives:**

1. To understand what constitutes GHRM and how it is different from domestic HRM
2. To effectively Manage and plan key Human resource functions in Global Organizations
3. To understand the nature of culture and how is it different from multiculturalism
4. To understand challenges in managing compensation internationally
5. The ability to communicate effectively and confidently on multinational companies

**Course Outcomes:**

1. Able to Demonstrate across a broad knowledge of HRM strategies, Policies and practices across a range of cultural and nations.
2. To Understand and identify the differences between the intentional and domestic dimension of the operational aspects of HRM including recruitment and selection, training and development, payment systems, performance management and industrial relations.
3. To Demonstrate and understand the management of expatriate employees and the problems that confront expatriate management
4. To analyze and apply international HRM concepts in relation to global ethical issues in the work place
5. Enhance their critical thinking, theorizing and synthesizing abilities and apply them to problem solving in the field of managing people internationally and domestically

**Unit-I**

**Introduction:** A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic Role

of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges – Legal Aspects of Global HRM(Related to ILO conventions)

## **Unit-II**

**Managing International Assignments:** Significance – Selection methods –Recent trends in international staffing - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for Women - Problems

## **Unit-III**

**Cross Culture Management:** Importance – Concepts and issues –dimensions of multicultural management and organization – theories( Globe project, Hofstede's and Trompenaar's framework,) - considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams

## **Unit-IV**

**Compensation Management:** Importance –Objectives – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management

## **Unit-V**

**Global Strategic Advantages through HRD:** Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of work Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture –ethics and the GHR Manager

### **Text Books:**

1. Subba Rao P: "International Human Resource Management", Himalaya Publishing House, Hyderabad, 2011
2. Aswathappa K, Sadhana Dash: "International Human Resource Management, TMH, New Delhi,
3. Tony Edwards : "International Human Resource Management", Pearson Education, New Delhi,

### **Reference Books:**

- 1.Monir H Tayeb: "International Human Resource Management", Oxford Universities Press, Hyderabad, 2012.
- 2.NilanjanSen Gupta: "International Human Resource Management Text and cases" Excel Books, New Delhi.

<b>Course Code:</b>	<b>MANAGEMENT OF CHANGE AND DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3099172209</b>		<b>3</b>	<b>0</b>	<b>-</b>	<b>3</b>

### Course Overview:

This course introduces basics of change management, a range of change models, and programs. It develops student's ability to manage both planned and unplanned change. It deals with change as a process and examines a range of strategies managers can use to successfully manage change. The course focuses on the skills needed to manage transitions and implementation of change in the organizations successfully

### Course Objectives:

1. To develop a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations
2. To develop an understanding of the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance.
3. . To develop a basic understanding and fundamental knowledge of the models and theories of change management.
4. To develop a basic understanding of how organizations behave and react to change, why change efforts can fail, overcoming organizational resistance, and making change possible.
5. To know how to apply some of the key concepts and tools organizational development and change leadership and management

### Course Outcomes:

1. Explain the relevance of a range of change management approaches and models to a variety of situations where appropriate
2. Identify and apply a range of skills relevant to the change management process
3. Articulate and demonstrate understanding of the management competencies needed in this area
4. Use diagnostic tools and models to explore underlying organizational and behavioural issues that may affect the change process
5. Display a clear understanding of the role of 'change agents' and its applicability in organizational settings

### Unit-I

**Basics of Change Management:** Meaning, nature and Types of Change -Necessity of change - Process of Change-resistance to change - – Lewin's Model of Change ,mckinsey 7s model , kotters change management theory and force field analysis -change programmes – change levers – change as transformation – change as turnaround – value based change

## Unit-II

**Mapping change:** The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Learning organization: The relevance of a learning organization - strategies to build a learning organization

## Unit-III

**Meaning, Nature and scope of OD** - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners

## Unit-IV

**Negotiated Change:** Change in the labour - management relations in the post-liberalized India – collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining - Negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security

## Unit-V

**Team Building:** Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Team building skills – Virtual team - High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – role of change consultant— contemporary issues in managing teams

### Text Books:

1. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.

**Course Code:**  
**3099172234**

**MOOCS**

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## **National Programme for Technology Enhanced Learning**

is a joint initiative from IITs and IISc to offer online courses and certification in various topics

**Learn for free; Pay a small fee to write an exam and get a certificate**

1. Soft Skills For Business Negotiations And Marketing Strategies
2. Financial Statement Analysis And Reporting

## **Soft Skills For Business Negotiations And Marketing Strategies**

### **ABOUT THE COURSE**

The primary focus of this course is to highlight various categories and applications of soft skills through various cases extracted from the real field and other research case studies. The fundamental concepts and distinctions between Soft Skills and Hard Skills are discussed. The course is tailored very effectively to introduce various Soft skill application examples. This course would be very useful for the students, practicing professionals as well as common people who are voluntarily or involuntarily involved in negotiations and strategies in daily life. The lectures would be supported with illustrative sketches, analysis and demonstrative enactments, in addition to the digital illustrations time to time with various examples. This would facilitate easy comprehension for the students of different level of ability and exposure. Multiple illustrations with case studies would be the strength of this course disseminated with lucid lectures.

### **COURSE**

### **LAYOUT**

:

**Week 1:** Soft Skills and Hard Skills

**Week 2:** Non-verbal communications

**Week 3:** Negotiations

**Week 4:** Professional Negotiations

**Week 5:** Business Negotiation

**Week 6:** Product Marketing Negotiation

**Week 7:** Negotiation for Services

**Week 8:** Marketing Strategy

**Week 9:** Power Marketing

**Week 10:** Power Marketing Strategies

**Week 11:** Power Marketing Presentations

**Week 12:** Time Management in Marketing

**REFERENCES:**

1. Selling and Sales Management – Third Edition by Geoffrey Lancaster & David Jobber, Macmillan India Limited, 1994
2. Harvard Business Essentials - Negotiation, Harvard Business School Publishing Corporation, 2003
3. Management Communication – A Case Analysis Approach – Fifth Edition, James S. O'Rourke, IV, Pearson, 2013
4. Business Communication, Peter Hartley and Clive G. Bruckmann, Routledge, UK, 2002

**CERTIFICATION EXAM:**

- The exam is optional for a fee.
- Date of Exam: **April 27th 2019 (Saturday)**.
- Time of Exam: Morning session 9am to 2 noon; Afternoon session: 2pm to 5pm
- Registration url: Announcements will be made when the registration form is open for registrations.
- The online registration form has to be filled and the certification exam fee needs to be paid. More details will be made available when the exam registration form is published.

**CERTIFICATE:**

- Final score will be calculated as : 25% assignment score + 75% final exam score
- 25% assignment score is calculated as 25% of average of 12 weeks course: Best 8 out of 12 assignments
- E-Certificate will be given to those who register and write the exam and score greater than or equal to 40% final score. Certificate will have your name, photograph and the score in the final exam with the breakup. It will have the logos of NPTEL and IIT Kharagpur. It will be e-verifiable at [nptel.ac.in/noc](http://nptel.ac.in/noc).

## Financial Statement Analysis and Reporting

### ABOUT THE COURSE:

Financial Analysis and reporting is an integral part of overall financial analysis carried out by various business organizations in India and all around the world. It depicts the financial health of any company and helps the companies to augment their financial resources and management of generated funds efficiently. It compels the business firms to remain judicious in fund allocation to different activities and sub activities and use the generated funds carefully. Financial analysis guides the companies about their future course of action and the direction that any particular company should move on. Financial Analysis and reporting is an integral part of overall financial analysis carried out by various business organizations in India and all around the world. It depicts the financial health of any company and helps the companies to augment their financial resources and management of generated funds efficiently. It compels the business firms to remain judicious in fund allocation to different activities and sub activities and use the generated funds carefully. Financial analysis guides the companies about their future course of action and the direction that any particular company should move on.

### COURSE

### LAYOUT:

**Week 1** : Introduction, Indian Economy, Industry & Industrial scenario in India, Forms of business organizations, Sole Proprietorship, Partnership firms and private companies, Public and Govt. Companies.

**Week 2** : Content of annual reports, Quality of financial reporting, Reporting regulation in India, Reporting regulations for Partnership firms, Reporting regulations of Companies.

**Week 3** : Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements, Stakeholders of financial statements, Income Statement, Income Statement.

**Week 4** : Income Statement, Income Statement, Balance Sheet, Balance Sheet, Balance Sheet.

**Week 5** : Balance Sheet, Cash Flow Statement, Sources of financial information, Tools and techniques of financial statement analysis, Tools and techniques of financial statement analysis.

**Week 6** : Tools and techniques of financial statement analysis, Ratio Analysis, Ratio Analysis, Ratio Analysis, Ratio Analysis.

**Week 7** : Ratio Analysis, Ratio Analysis, Cash flow statement, Cash flow statement, Cash flow statement.

**Week 8** : Cash flow statement, Comparative Statement, Common Size Statement, Du-Pont Analysis, Concepts on sickness, distress.

**Week 9** : Report preparation of financial statement analysis, Types of business combinations, Consolidated financial statements, Consolidated financial statements, Consolidated financial statements.

**Week 10** : Inter-company transactions and profit confirmations, Inter-company transactions and profit confirmations, Minority interest, consolidated net income and consolidated retained earnings, Minority interest, consolidated net income and consolidated retained earnings, Minority interest, consolidated net income and consolidated retained earnings.

**Week 11** : Balance Sheet Under Income Tax Act, Balance Sheet Under Income Tax Act, Balance Sheet Under Companies Act, Balance Sheet Under Companies Act, Balance Sheet Under Companies Act.

**Week 12** : Window dressing, Window dressing, Recent scandals in financial reporting, Recent scandals in financial reporting, Recent scandals in financial reporting.

**SUGGESTED READING MATERIALS:**

- Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012 Narayanaswamy, R
- "Financial Accounting – A Managerial Perspective", 5th Edition , Prentice Hall of India. 2015 Subramanyam, K. R. and John, J.W
- "Financial Statement Analysis", 12th Edition, Tata McGraw Hill. 2014 Penman, S.H
- "Financial Statement Analysis and Security Valuation", 4th Edition, Tata McGraw Hill. 2014 Erich, A. H
- "Techniques of Financial Analysis: A Guide to Value Creation", 16th Edition ,Tata McGraw Hill. 2014

**CERTIFICATION EXAM :**

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