



Re-Accredited by NAAC with 'A' Grade

**VEER NARMAD SOUTH GUJARAT UNIVERSITY**

University Campus, Udhna-Magdalla Road, SURAT - 395 007, Gujarat, India.

**વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી**

યુનિવર્સિટી કેમ્પસ, ઉદ્ધના-મગદલા રોડ, સુરત - ૩૯૫ ૦૦૭, ગુજરાત, ભારત.

Tel: +91 - 261 - 2227141 to 2227146, Toll Free : 1800 2333 011, Fax : +91 - 261 - 2227312

E-mail : info@vnsgu.ac.in, Website : www.vnsgu.ac.in

ક્રમાંક : એકે./૫૮૪૫/૨૦૨૦

તા. ૧૬/૦૭/૨૦૨૦

પ્રતિ,  
વડાશ્રી,  
ડિપાર્ટમેન્ટ ઓફ બિઝનેસ એન્ડ  
ઈન્ડસ્ટ્રીયલ મેનેજમેન્ટ,  
વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી,  
સુરત.

**વિષય :-** એમ.બી.એ. (ફુલ ટાઈમ) અને એમ.બી.એ. (ઈવનીંગ) પ્રોગ્રામનાં અભ્યાસક્રમ બાબત.

સુજાશ્રી,

સવિનય જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૨૦-૨૧ થી અમલમાં આવનાર "જ્ઞાન સંગમ" ન્યૂ સીલેબસ ફોર ન્યૂ ઈન્ડિયા અંતર્ગત બિઝનેસ ઈન્ડસ્ટ્રીયલ એન્ડ મેનેજમેન્ટ વિષયની અભ્યાસસમિતિની, તા.૨૪/૦૧/૨૦૨૦ ના ઠરાવ ક્રમાંક:૧ અન્વયે તૈયાર કરેલ એમ.બી.એ. (ફુલ ટાઈમ) અને એમ.બી.એ. (ઈવનીંગ) પ્રોગ્રામનાં અભ્યાસક્રમમાં બિઝનેસ ઈન્ડસ્ટ્રીયલ એન્ડ મેનેજમેન્ટ વિષયની અભ્યાસસમિતિની, તા.૩૦/૦૬/૨૦૨૦ ના ઠરાવ ક્રમાંક:૨ અન્વયે જરૂરી સુધારા વધારા સાથે મંજૂર કરી ફેકલ્ટીને ભલામણ કરવામાં આવે છે જે ભલામણ મેનેજમેન્ટ વિદ્યાશાખાનાં અધ્યક્ષશ્રીએ મેનેજમેન્ટ વિદ્યાશાખાવતી મંજૂર કરી એકેડેમિક કાઉન્સિલને કરેલ ભલામણ એકેડેમિક કાઉન્સિલે તેની તા.૩૦/૦૬/૨૦૨૦ની સભાનાં ઠરાવ ક્રમાંક:૧૩૪ અન્વયે મંજૂર કરેલ છે. તેની જાણ સંબંધકર્તા શિક્ષકો અને વિદ્યાર્થીઓને કરવી, તદ્ઉપરાંત તેનો અમલ કરવો.

**એકેડેમિક કાઉન્સિલની તા.૩૦/૦૬/૨૦૨૦ની સભાનાં ઠરાવ ક્રમાંક:૧૩૪**

:: આથી ઠરાવવામાં આવે છે કે, "જ્ઞાન સંગમ" ન્યૂ સીલેબસ ફોર ન્યૂ ઈન્ડિયા અંતર્ગત બિઝનેસ ઈન્ડસ્ટ્રીયલ એન્ડ મેનેજમેન્ટ વિષયની અભ્યાસસમિતિની, તા.૨૪/૦૧/૨૦૨૦ ના ઠરાવ ક્રમાંક:૧ અન્વયે તૈયાર કરેલ એમ.બી.એ. (ફુલ ટાઈમ) અને એમ.બી.એ. (ઈવનીંગ) પ્રોગ્રામનાં અભ્યાસક્રમમાં બિઝનેસ ઈન્ડસ્ટ્રીયલ એન્ડ મેનેજમેન્ટ વિષયની અભ્યાસસમિતિની, તા.૩૦/૦૬/૨૦૨૦ ની સભાના ઠરાવ ક્રમાંક:૨ અન્વયે જરૂરી સુધારા વધારા સાથે મંજૂર કરી ફેકલ્ટીને કરેલ ભલામણ મેનેજમેન્ટ વિદ્યાશાખાનાં અધ્યક્ષશ્રીએ મેનેજમેન્ટ વિદ્યાશાખાવતી સ્વીકારેલ તે મંજૂર કરવામાં આવે છે.

(બિડાણ: ઉપર મુજબ)

R-B R

ઈ.ચા.કુલસચિવ

પ્રતિ,

- ૧) અધ્યક્ષશ્રી, મેનેજમેન્ટ વિદ્યાશાખા
- ૨) પરીક્ષા નિયામકશ્રી, પરીક્ષા વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.
- ૩) અનુસ્નાતક વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.

...તરફ જાણ તેમજ ઘટતી કાર્યવાહી સારૂ.

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**  
**Choice Based Credit System (CBCS)**  
**The Scheme of Courses in Different Semesters of**  
**Two-Year MBA (Full Time) Programme**

**SEMESTER-I**

CP-101	Organizational Behaviour
CP-102	Managerial Accounting
CP-103	Principles of Management
CP-104	Business Communication and Soft Skills
CP-105	Business Information Systems
CP-106	Quantitative Methods
CP-107	Managerial Economics

**SEMESTER-II**

CP-201	Marketing Management
CP-202	Financial Management
CP-203	Human Resource Management
CP-204	Production and Operations Management
CP-205	Business Environment
CP-206	Research Methodology in Business
CP-207	Entrepreneurship and New Venture Management

**SEMESTER-III**

**COMPULSORY COURSES**

CP-301	Business Policy and Strategic Management
CP-302	Global Business Management
CP-303	Business Laws

**OPTIONAL COURSES**

**1. FINANCE & ACCOUNTING GROUP**

OF&A-301	Investment Management
OF&A-302	Foreign Exchange Management
OF&A-303	Financial Derivatives
OF&A-304	Corporate Taxation & Financial Planning

**2. MARKETING GROUP**

OMK-301	Consumer Behaviour and Marketing Research
OMK-302	Integrated Marketing Communication
OMK-303	Marketing of Services
OMK-304	Digital Marketing

**3. HUMAN RESOURCE MANAGEMENT**

OHR-301	Human Resource Development and Talent Management
OHR-302	Labour Management and Industrial Relations
OHR-303	Organizational Development & Change Management
OHR-304	Strategic & Global Human Resource Management

**4. PRODUCTION AND OPERATION MANAGEMENT**

OP&O-301	Applied Operation Research
OP&O-302	Logistics and Supply Chain Management
OP&O-303	Production Planning and Control
OP&O-304	Total Quality Management

## **SEMESTER-IV**

### **COMPULSORY COURSES**

- CP-401        Management Control Systems  
CP-402        Management of Financial Institutions & Services  
CP-403&404   Project Study (Equivalent to Two Courses)

### **OPTIONAL COURSES**

#### **1. FINANCE & ACCOUNTING GROUP**

- OF&A-401    International Financial Management  
OF&A-402    Corporate Restructuring and Strategic Finance

#### **2. MARKETING GROUP**

- OMK-401     Sales & Supply Chain Management  
OMK-402     Management of Retail Business

#### **3. HUMAN RESOURCE MANAGEMENT**

- OHR-401     Contemporary Developments in HRM  
OHR-402     Labour Laws

#### **4. PRODUCTION & OPERATION MANAGEMENT**

- OP&O -401   Purchasing and Materials Management  
OP&O -402   Service Operation Management

## REGULATIONS FOR MBA (FULL TIME) PROGRAMME

Regulations for MBA (Full Time) Programme pertaining to Internal Assessment, University Examinations, Promotion to next higher Semesters and award of Degree and Class.

R.M.B.A.-1

The candidate for Semester-1 Examinations of M.B.A. will be examined in the following papers:

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				External Exam	Internal Assessment	
CP101	Organizational Behaviour	4	4	70	30	100
CP102	Managerial Accounting	4	4	70	30	100
CP103	Principles of Management	4	4	70	30	100
CP104	Business Communication and Soft Skills	4	4	70	30	100
CP105	Business Information Systems	4	4	70	30	100
CP106	Quantitative Methods	4	4	70	30	100
CP107	Managerial Economics	4	4	70	30	100
	TOTAL	28	28	490	210	700

R.M.B.A. -2

The candidates for Semester-II Examination for M.B.A. (Full-Time) will be examined in the following Papers:

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				External Exam	Internal Assessment	
CP201	Marketing Management	4	4	70	30	100
CP202	Financial Management	4	4	70	30	100
CP203	Human Resource Management	4	4	70	30	100

CP204	Production and Operations Management	4	4	70	30	100
CP205	Business Environment	4	4	70	30	100
CP206	Research Methodology in Business	4	4	70	30	100
CP207	Entrepreneurship and New Venture Management	4	4	70	30	100
	<b>TOTAL</b>	28	28	490	210	700

R.M.B.A. –3

The candidates for Semester-III Examination for M.B.A. (Full-Time) will be examined in the following Papers:

#### COMPULSORY COURSES

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
CP301	Business Policy and Strategic Management	4	4	70	30	100
CP302	Global Business Management	4	4	70	30	100
CP303	Business Laws	4	4	70	30	100
	<b>TOTAL</b>	12	12	210	90	300
*	Summer Training			Grades to be awarded as satisfactory or dissatisfactory		

\* Summer Training will be of 8 weeks duration and will begin after the Second Semester Examination. Under this training, each student will be placed with an industrial, business or Service organization. Each student will be required to submit a project report to the Department for the work undertaken during the training. A presentation before the faculty of the Department will be held during the third semester. This Summer Training will be evaluated as 'satisfactory' or 'dissatisfactory'. If the Summer Training of any student is evaluated as 'dissatisfactory', he / she will be given additional work and will be evaluated again.

#### Optional Courses

\* A Candidate has to choose any one of FOUR Optional Groups of specialization in which the Department offers courses in a given year depending upon the discretion of the Department and has to undergo 4 courses in Semester-III and 2 courses in Semester-IV.

### FINANCE & ACCOUNTING GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OF&A-301	Investment Management	4	4	70	30	100
OF&A-302	Foreign Exchange Management	4	4	70	30	100
OF&A-303	Financial Derivatives	4	4	70	30	100
OF&A-304	Corporate Taxation & Financial Planning	4	4	70	30	100
	Total	16	16	280	120	400

### MARKETING GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OMK-301	Consumer Behaviour and Marketing Research	4	4	70	30	100
OMK-302	Integrated Marketing Communication	4	4	70	30	100
OMK-303	Marketing of Services	4	4	70	30	100
OMK-304	Digital Marketing	4	4	70	30	100
	Total	16	16	280	120	400

### HUMAN RESOURCE MANAGEMENT GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OHR-301	Human Resource Development and Talent Management	4	4	70	30	100
OHR-302	Labour Management and Industrial Relations	4	4	70	30	100
OHR-303	Organizational Development & Change Management	4	4	70	30	100
OHR-304	Strategic & Global Human Resource Management	4	4	70	30	100
	Total	16	16	280	120	400

## PRODUCTION AND OPERATION MANAGEMENT GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OP&O-301	Applied Operation Research	4	4	70	30	100
OP&O-302	Logistics and Supply Chain Management	4	4	70	30	100
OP&O-303	Production Planning and Control	4	4	70	30	100
OP&O-304	Total Quality Management	4	4	70	30	100
	<b>Total</b>	<b>16</b>	<b>16</b>	<b>280</b>	<b>120</b>	<b>400</b>

R.M.B.A. –4

Candidate for Semester IV examination for the MBA (Full Time) will be examined in following courses.

### SEMESTER-IV COMPULSORY COURSES

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
CP-401	Management Control Systems	4	4	70	30	100
CP-402	Management of Financial Institutions & Services	4	4	70	30	100
				<b>Project Report</b>	<b>Viva-Voce</b>	
CP-403 &404	*Project Study (Equivalent to Two Courses)	8	8	140	60	200
	<b>Total</b>	<b>16</b>	<b>16</b>	<b>280</b>	<b>120</b>	<b>400</b>

\* Project study will start in the beginning of the Third Semester while the Report will be submitted and examined at the end of Fourth Semester

\* The Project Report will be evaluated jointly by a board consisting of the internal guide and external examiner to be appointed by the University. The viva-voice examination will also be conducted by the same board.

### OPTIONAL COURSES FINANCE & ACCOUNTING GROUP

Paper	Subjects	No. of	CPW	Maximum Marks	Total
-------	----------	--------	-----	---------------	-------

No.		Credits		Written Exam	Internal Assessment	Marks
OF&A-401	International Financial Management	4	4	70	30	100
OF&A-402	Corporate Restructuring and Strategic Finance	4	4	70	30	100
	Total	8	8	140	60	200

#### MARKETING GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OMK-401	Sales & Supply Chain Management	4	4	70	30	100
OMK-402	Management of Retail Business	4	4	70	30	100
	Total	8	8	140	60	200

#### HUMAN RESOURCE MANAGEMENT GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OHR-401	Contemporary Developments in HRM	4	4	70	30	100
OHR-402	Labour Laws	4	4	70	30	100
	Total	8	8	140	60	200

#### PRODUCTION & OPERATION MANAGEMENT GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OP&O 401	Purchasing and Materials Management	4	4	70	30	100
OP&O 402	Service Operation Management	4	4	70	30	100
	Total	8	8	140	60	200

R.M.B.A. (5)

There will be Continuous Evaluation of the student in Internal Assessment. Internal Assessment in each subject will be of 30 marks and will be divided in to periodical tests (15 marks), Term Papers /Case Analysis / Home Assignments / Field Work / Presentations / Project Work (10 Marks), and Class Participation and Attendance (5 Marks).

R.M.B.A. (6)

CRITERIA for PASSING, ATKT and AWARD OF CLASS

As per “Examination Regulations for Undergraduate, Post Graduate and Diploma Programmes’ of Veer Narmad South Gujarat University, Surat circular No. Exam/A/7028/2013 dated 8/8/2013.

R. M.B.A. (7)

A candidate having completed the MBA Programme from the Veer Narmad South Gujarat University can be admitted to MBA Third Semester for broad basing his/her specialization skills. He/She will be required to study Four (4) courses in the Semester III and Two (2) courses in Semester-IV from among the optional group of specialization offered by the Department on the following conditions.

- 1) He/She shall complete the attendance requirements in these courses as per the attendance requirements of regular candidates in each of the two semesters.
- 2) He/She shall be examined in the same manner as regular candidates.
- 3) He/She shall be declared to have passed semester – III and semester IV examination as per the requirements contained in R. M. B. A. (6).
- 4) He/She shall have to pay the same category of fees (currently in force) each semester as a regular candidate.
- 5) On completion of additional six optional courses during the Third and Fourth Semesters, he/she shall not be awarded another Degree but will be awarded a certificate of passing the course of additional optional group by the Veer Narmad South Gujarat University.

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**  
**TWO-YEAR MBA (FULL TIME) PROGRAMME**  
**Syllabus Scheme**

**SEMESTER-I**

CP-101	Organizational Behaviour
CP-102	Managerial Accounting
CP-103	Principles of Management
CP-104	Business Communication and Soft Skills
CP-105	Business Information Systems
CP-106	Quantitative Methods
CP-107	Managerial Economics

**SEMESTER-II**

CP-201	Marketing Management
CP-202	Financial Management
CP-203	Human Resource Management
CP-204	Production and Operations Management
CP-205	Business Environment
CP-206	Research Methodology in Business
CP-207	Entrepreneurship and New Venture Management

**SEMESTER-III**

**COMPULSORY COURSES**

CP-301	Business Policy and Strategic Management
CP-302	Global Business Management
CP-303	Business Laws

**OPTIONAL COURSES**

**1. FINANCE & ACCOUNTING GROUP**

OF&A-301	Investment Management
OF&A-302	Foreign Exchange Management
OF&A-303	Financial Derivatives
OF&A-304	Corporate Taxation & Financial Planning

**2. MARKETING GROUP**

OMK-301	Consumer Behaviour and Marketing Research
OMK-302	Integrated Marketing Communication
OMK-303	Marketing of Services
OMK-304	Digital Marketing

**3. HUMAN RESOURCE MANAGEMENT**

OHR-301	Human Resource Development and Talent Management
OHR-302	Labour Management and Industrial Relations
OHR-303	Organizational Development & Change Management
OHR-304	Strategic & Global Human Resource Management

## **4. PRODUCTION AND OPERATION MANAGEMENT**

OP&O-301	Applied Operation Research
OP&O-302	Logistics and Supply Chain Management
OP&O-303	Production Planning and Control
OP&O-304	Total Quality Management

## **SEMESTER-IV**

### **COMPULSORY COURSES**

CP-401	Management Control Systems
CP-402	Management of Financial Institutions & Services
CP-403&404	Project Study (Equivalent to Two Courses)

### **OPTIONAL COURSES**

#### **1. FINANCE & ACCOUNTING GROUP**

OF&A-401	International Financial Management
OF&A-402	Corporate Restructuring and Strategic Finance

#### **2. MARKETING GROUP**

OMK-401	Sales & Supply Chain Management
OMK-402	Management of Retail Business

#### **3. HUMAN RESOURCE MANAGEMENT**

OHR-401	Contemporary Developments in HRM
OHR-402	Labour Laws

#### **4. PRODUCTION & OPERATION MANAGEMENT**

OP&O -401	Purchasing and Materials Management
OP&O -402	Service Operation Management

## SEMESTER-I

### **CP-101 ORGANIZATIONAL BEHAVIOUR**

**Course objectives:** Organisation behaviour is the study of human behaviour in the context of organisation. It includes the behaviour of Individuals, group behaviour and the interface with the organizational structure and the organization itself. The subject deals with the complex interaction dealing with the changed parameters of technological and cultural changes. The objective of the subject is to introduce the students with the basic concepts of the subject. The focus of the subject is to understand the most important resource of the organization. Special emphasis is given to the Indian context. Indian ethos and values will be highlighted in each of the topics. References and case studies in the Indian context are discussed in the class. Examples and anecdotes from the Indian scriptures are given as demanded by the topic. Indian leaders from History are discussed in the class. Term papers are given of Indian organisations specially the SMEs.

#### **Course Contents:**

MODULE	Modules/Sub Modules
Module 1.	Introduction to organizational behaviour. Nature of Organisational behaviour, Definition and meaning of Organisational behaviour, Importance of OB, Emerging Challenges of OB, Indian Perspectives of organisational Behaviour.
Module 2.	Foundations of Individual Behaviour: Perception- Meaning, Definition, Factors Influencing, Perceptual process, Attribution theory, organizational context of perception.  Attitudes and Values- Importance of Value system, types of values, sources, value across culture. Values In the Indian culture. Sources of Indian Values, Definition of Attitude, types of Attitude, theories of Attitude formation. Job satisfaction. Personality- Meaning, definition, importance, theories of personality. Traits of personality. Personality classification according to Indian scriptures like Veda and Gita. Motivation- Definition, meaning, importance, theories of motivation, application of motivation in organization. Indian concept of motivation from Indian folklore. Emotional Intelligence- Meaning, components of emotional intelligence, importance, applications. Concept of Emotion Intelligence as per Indian scriptures. Examples of emotional Intelligence in Ramayana and Mahabharata. Stress management- Definition and meaning. Types of stress, sources of stress and coping strategies- individual and organisational. Indian methods of Stress management. Role of Meditation and Yoga in stress Management.
Module 3.	Foundations of Group Behaviour: Foundations of group behaviour, classification of groups, stages of group development, group –member resources, group structure. Group dynamics and its implications for the manager. Case study from Indian perspective. Leadership theories- definition, importance, leadership theories: behavioural and contingency. Recent approaches to leadership. Contemporary issues in leadership. Leadership in the Indian History. Case studies from Indian History. Work teams – importance, implications for the organization, and types of team. Interpersonal dynamics.
Module 4	Understanding Organization Organizational change- forces of change, resistance to change, approaches to managing change. Indian examples of change management. Organizational development- introduction, meaning, definition, need. Process. Organizational effectiveness- efficiency-effectiveness, approaches to effectiveness. Indian case studies.

#### **Reference books**

SR	Authors	Title of the book	Publisher
1.	K. Ahwathappa	Organisational Behaviour	Himalaya Publishing house
2	Uma sekaran	Organisational Behaviour	The McGraw- hill companies
3	Robbins, judge	Organizational behaviour	Pearson
1.	Stephen Robins	Organizational Behaviour	Pearson
2.	Margie Parekh & Rajan Gupta	Organizational Behaviour	Tata McGraw-Hill Education Private Limited
3.	Jit S Chandan	Organizational Behaviour	Vikas Publishing House PVT LTD.

## CP-102 MANAGERIAL ACCOUNTING

**Course Objectives:** The objective of the course is to acquaint the students with the language of Accounting and to develop in them the ability to evaluate and use accounting data and apply cost concepts as an aid to managerial decision making. The main purpose is to assist the students in developing skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control. The course covers the nature of management accounting, marginal costing, etc.

### Course Contents:

Module	Module / Sub-Modules
I	<b>Fundamentals of Accounting</b> Basic accounting concepts, Types of accounting, Conceptual framework of financial statements Business transactions to trial balance, Trial balance to Balance Sheet, profit & loss account, Concepts, Importance.
II	<b>Preparation of Financial Statement and Its Analysis</b> Structure of Balance Sheet (including structure of a company Balance Sheet as per Company's Act 2013) (excluding Adjustment) (using Tally) Preparation of Financial Statements with special reference to analysis of a Balance Sheet, Financial Statement Analysis (rationale and types), Fund Flow Statement,
III	<b>Cost Management and Cost Estimation</b> Cost and management accounting overview, elements of costing, and Estimation of Cost (Cost Sheet)
IV	<b>Cost Accounting and Management Applications</b> Marginal costing – CVP Analysis, Absorption Costing, Inventory Valuation,
V	<b>Control and Decision Making</b> Short Term Decision Making, Budgeting and Budgetary Control System, Zero Base Budgeting, Performance Budgeting.
VI	<b>Contemporary issues in Accounting</b> Inflation Accounting, Human Resource Accounting, Responsibility Accounting, Corporate Governance and Reporting, Corporate Social Responsibility

### Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	M. Y. Khan & P. K. Jain –	Management Accounting	TMH	Latest Edition
T2	J. Made Gowada	Accounting for Managers	HPH	Latest Edition
T3	M. N. Arora	Cost And Management Accounting	HPH	Latest edition.

### Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	M.E. Thukaram Rao	Management Accounting	New Age International (p) Limited	2003
R2	S.N. Maheshwari, S .K Maheshwari	A text Book of Accounting for Management	Vikas Publishing, New Delhi.	Latest Edition
R3	Paresh Shah	Management Accounting	Oxford University	2009
R4	Charles T. Horngren, Srikant M. Datar & Madhav V. Rajan	Cost Accounting – A Managerial Emphasis	Pearson	Fourteenth Edition
R5	Sanjay Dhamija	Financial Accounting for Managers	Pearson	Latest Edition
R6	S. K. Bhattacharya & John Dearden	Accounting for Management Text and Cases	Vikas Publishing House Pvt. Ltd.	Third Edition
R7	Jawahar Lal	Cost and Financial Analysis	HPH	First Edition 2007

**CP-103 PRINCIPLES OF MANAGEMENT****COURSE OBJECTIVES:**

To familiarize the students with the general principles of management and its theories. The course covers the fundamental aspects of Indian management principles and its relevant significance in the current scenario.

<b>Module</b>	<b>CONTENTS</b>
1	Concept of management, Management & Professionals, Evolution of modern management thoughts, Approaches to Managerial Analysis
2	Process of management, Concept of a System, Functions of chief executive, Coordination as essence of management, Need and importance of co-ordination, techniques of effective coordination.
3	Planning -steps, Long term & short term planning, Objective setting, management by objectives, decision making, rationality in decision making, effective decisions, creativity policy – sources and formulation, elements of planning – programming, policy, strategy
4	Organizing – organizing theory – classical, neoclassical and modern theories, organization structure
5	Designing of basic structure, departmentation, span of management
6	Delegation of authority, centralization and decentralization of authority relationships, line and staff authority, conflict and cooperation committees in organizations, modern organizational designs, projects, matrix and free form structures
7	Directing and control: elements of directing, communication process, media, dimension marries in communication, effective communication, human aspects in control, management by exception, process of control, importance of control, essentials of effective controls system, reporting system for control, elementary discussion on modern control aids – human resources act, management audit, social audit.
8	Management in Indian family business, management philosophy from Ancient India, Indian models of management.

**REFERENCES:**

<b>SR.NO</b>	<b>AUTHOR/S</b>	<b>TITLE OF THE BOOK</b>	<b>PUBLISHER</b>
1	Prasad L.M.	Principles and practice of management	Sultan Chand
2	Stoner & freeman	management (5 <sup>th</sup> edition)	PHI, New Delhi
3	Heynes & Masse	management Analysis, Concepts and cases	PHI, New Delhi
4	Kontz H. & O'Donnell	Essentials of management	TMcH
5	Kontz H., O'Donnell & Leihrich	Management	Mc Graw Hill, Tokyo
6	P. Kanagasabapathi	Indian models of economy, business and management	PHI
7	V. Srinivasan	New age management philosophy from ancient Indian wisdom	Lotus

**\*discussion of Indian case studies on above topics.**

**Objective**

The objective is to make the students acquainted with the basic concepts and techniques of oral and written communication that are useful in developing skills of communicating effectively in the corporate world. Further objective is to impart soft skills that are essential in business world.

**Course content**

Module 1	Business Communication (An Introduction) - The process of communication and the roadblocks, Role of verbal and non-verbal symbols in communication, Barriers that make communication less effective and ways to bring them down, forms of communication
Module 2	Oral communication- listening-anatomy of poor listening features of good listener. Spoken communication over phone – challenges and etiquette
Module 3	Oral presentations-how to plan presentations, how to deliver them, how to develop and display visual aids, how to handle questions from audience. Meetings – ways to make meetings work, what makes meetings wasteful
Module 4	Written communication - Forms of communication in the written mode, Body language of writing letters, memos, tone of writing, Writing resume. Reports - how to write reports, proposals. Email-how to make the email smart.
Module 5	Developing soft skills- Polishing Interview skills : group Discussion and Interview Skills; Creativity and Problem Solving; Time Management and Stress Management; <b>Managing your own emotions through Vedas;</b> Decision making and Negotiation skills.

**Reference books**

<b>Book Title</b>	<b>Authors</b>	<b>Publisher</b>
<i>Business Communication Strategies</i>	<b>Mathukutty M. Monipally</b>	Mc-Graw Hill Publishing Company Ltd.
<i>Business Communication</i>	<b>Chaturvedi and Chaturvedi</b>	Pearson India
<i>Business Communication</i>	<b>R C Bhatia</b>	Ane Books Pvt. Ltd.
Business Communication Essentials	Bovee and Thill	Pearson Education Asia
Essence of Business Communication	<b>Murphy</b>	Tata McGraw-Hill
Critical Reasoning, Academic Writing and Presentation Skills	Anderson	Pearson Education
Emotional Intelligence: Vedic and Modern Perspectives	<b>Hemanth Goparaj &amp; Radha Sharma</b>	Excel Books

**Objectives:**

- To understand the importance of Information Technology for a Business.
- To understand the role of the information systems (IS) function in an organization,
- To Study Use of Information Technology in various Business Applications.
- To make aware about recent development in Information Technology.
- To Develop an insight as to how information systems influence business strategy and
- To develop the ability to contribute meaningfully towards information system selection.

<b>Module No.</b>	<b>Topics</b>
<b>I</b>	Role and Importance of Information Technology in current Business Environment. Introductory Concepts: Hardware & Software, Numbering Systems, Input-Output Devices, Operating Systems, Use of Information Technology in Businesses, Impact of Information Technology on Individual, Society, Business & Environment, Programming Concepts and Languages
<b>II</b>	Computer Network, Advantages of Network, Components of a Computer Network, Types and topologies of networks, LAN, MAN, WAN, Extranet, Intranet, Internet, Network Security
<b>III</b>	Introduction to Computer Based Information System, Types and Characteristics of MIS, TPS, DSS, EIS, OAS, Expert System, Approaches for Designing Information Systems
<b>IV</b>	E-commerce, M-Commerce, Data warehousing, Data Mining, Enterprise Resources Planning (ERP)
<b>V</b>	MS-Excel for Business Decisions
<b>VI</b>	Indian IT Act, Cyber Crime, E-Governance, Ethical and Social Issues of IT, Recent Development in IT

**Reference Books:**

<b>Sr. No</b>	<b>Author/s</b>	<b>Title of the Book</b>	<b>Publisher</b>
1	Efraim Turban, Dorothy Leidner, Ephraim McLean, James Wetherbe	Information Technology for Management: Transforming Organizations in the Digital Economy	Wiley Publication, New Delhi
2	Gert De Laet	Network Security Fundamentals	Pearson Education
3	John Barlow	Excel Models for Business & Operations Management	Wiley India, New Delhi
4	Laudon, Kenneth C. and Laudon, Jane P	Management Information Systems: Managing the Digital Firm	Pearson Education
5	Murthy CVS	e-Commerce	Himalaya Publishing House
6	O'Brien James	Management Information Systems – Managing Information Technology in the Business Enterprise	Tata McGraw Hill, New Delhi
7	Prabhu C.S. R	E-Governance : Concept & Case Studies	PHI Learning Pvt. Limited, New Delhi
8	Sharma Pankaj	Information Security and Cyber Laws	S. K. Kataria & Sons
9	Sharma Vakul	Information Technology – Law and Practice	Universal Law Publishing

## CP- 106 : QUANTITATIVE METHODS

### 1. Course Objectives

The purpose of this course is to acquaint students with those techniques which provide the decision maker with a systematic and powerful means of analysis and help, based on quantitative, in exploring policies for achieving pre-determined goals.

### 2. Course Contents:

MODULE NO.	CONTENT
I	<b>Aims and Objectives of Quantitative Techniques</b> Definition of Statistics, Importance of Statistics in Business, Limitations of Statistics, Misuses of Statistics  <b>Graphical Representation of Data</b> Types of Charts, Importance of Graphic and Diagrammatic representation, Limitations of Graphs and Diagrams  <b>Measures of Central Tendency</b> Mean, Median, Mode
II	<b>Measures of Dispersion</b> Range, Mean Deviation, Standard Deviation, Coefficient of Variation  <b>Probability</b> Basic terminology in probability, Three Types of Probability, Probability Rules, Bayes Theorem
III	<b>Probability Distributions</b> Random Variables, Binomial Distribution, Poisson Distribution, Normal distribution  <b>Hypothesis Testing</b> Procedure in hypothesis testing, Two Types of Errors in hypothesis testing, Hypothesis test about a population mean for large samples and small samples, Hypothesis test concerning proportion, Hypothesis test concerning differences between two population means, Hypothesis test of differences between two proportions
IV	<b>Chi-Square Distribution</b> Goodness of fit test, Chi-square as a test of independence or homogeneity, Precautions about using Chi-square test  <b>Analysis of Variance</b> F-Distribution, One Way Classification, Two Way Classification, Assumption of Analysis of Variance  <b>Correlation Analysis</b> Correlation and Causation, Types of correlation, Coefficient of Determination, Rank Correlation, Limitation of Correlation Analysis
V	<b>Regression Analysis</b> Estimation using regression line, Method of least square, Use of deviations from Means of X and Y, Use of Deviations from the Assumed Mean, Regression Coefficients.  <b>Technical session on SPSS and R Software</b>

### 3. Reference Books

<b>Sr</b>	<b>Title</b>	<b>Author</b>	<b>Publisher</b>
<b>1</b>	<b>Statistics for Management</b>	<b>G.C. Beri</b>	<b>Tata McGraw Hill</b>
<b>2</b>	<b>Quantitative Techniques</b>	<b>C. Satyadevi</b>	<b>S. Chand</b>
3	Business Statistics	Ken Black	Wiley

## CP- 107 : MANAGERIAL ECONOMICS

### 1. Course Objectives:

The broad objective of this course is to acquaint the semester I students with the basic concepts of Micro Economics. It will deal with firm level theoretical concepts and the management perspective of economic problems. The course will mainly aim to acquaint students with the applications of Economics in real world. The course will have an application focus.

### 2. Course Duration:

The course duration is of 40 sessions of 60 minutes each.

### 3. Course Contents:

Module No.	Module / Sub-Modules	Sessions	Marks (20% of 100 each)*
I	Indian Economic History and the historical position of India in the World Economy; Introduction to Managerial Economics & Theory of the Firm	12	20
II	Basics of Demand & Supply Equilibrium and Analysis	06	20
III	Demand Estimation	06	20
IV	Production and Cost Analysis	04	20
V	a. Market Structures b. Basics of Game Theory	12	20
	TOTAL	40	100(%)

\*The weightage of each module in terms of marks is only indicative and not exact.

### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures
- (2) Case Discussions
- (3) Audio-visual Material (Using CDs/ Clippings)
- (4) Assignments and Presentations

### 5. Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Salvatore Dominck, Shrivastava R.	Managerial Economics,	Oxford University Publication	Latest Edition
T2	Amiya Kumar Baghchi	Money and Credit in Indian History- From Early Medieval Times	Columbia University Press	Latest Edition
T2	Salvatore Dominck	Managerial Economics	Thomson (Cengage) Publication	Latest Edition
T3	Salvatore Dominck	Microeconomics	Oxford University Publication	Latest Edition
T4	Mankiw Gregory N.	Principles of Microeconomics	Cengage Learning	6 <sup>th</sup> Edition (latest)

### 6. Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R0	Subhash	New Earth Shastra-	IBA	Latest Edition

	Sharma	Towards Development Management	Holitic and	publications	
R1	Pindyck, Rubinfeld, Mehta	Microeconomics		Pearson	Latest Edition
R2	Gupta G.S	Managerial Economics		McGraw Hill	Latest Edition

**7. List of Journals / Periodicals/Magazines/Newspapers/ Websites etc.:**

- 1) **Economic Times**
- 2) **Business Standard**
- 3) **The Economist**
- 4) **The Times of India/ The Hindu/ The Indian Express or similar**
- 5) **India Today**
- 6) **Journals on Economics**
- 7) **Inflibnet Resources/ E-Journals in Library**
- 8) **Any relevant Research Papers, Articles etc.**

## SEMESTER-II

### CP-201      **MARKETING MANAGEMENT**

**Course Objectives:** To give a basic understanding of the character and scope of marketing and help develop analytical skills towards resolution of marketing problems

#### Course Contents:

Module No.	Module / Sub-Modules	Weight age
I	<b>Understanding Marketing Management and the Marketing Environment</b> Nature and scope of marketing management; company Orientations toward the market place; value chain and value delivery process; corporate strategic planning; marketing plan; marketing environment; marketing information system	20%
II	<b>Developing Insights into marketing problems and buyer behavior</b> Demand measurement and forecasting; creating customer value and satisfaction; relationship marketing; factors influencing consumer behavior and buying process; organizational buying behavior	20%
III	<b>Marketing Strategies- Identifying market segments, dealing with competition</b> Differentiated and undifferentiated marketing; segmentation, targeting and positioning; marketing strategies for leaders, challengers, followers and niches; global marketing; strategies at different stages of the product life cycle	20%
IV	<b>Product strategies, service quality, and pricing</b> Product classification; product differentiation; product, brand, packaging decisions; new product development; offering a service product, managing service quality; developing pricing strategies	20%
V	<b>Distribution, integrated marketing communication and controlling marketing efforts</b> Designing and managing distribution channels; multi channel marketing, direct marketing; communication and promotion mix decisions; controlling marketing efforts; Contemporary marketing issues	20%
	<b>Case Studies</b>	

#### Basic Text Books:

Sr. No.	Authors	Title of the Book	Publisher	Edition
T1	Kotler, Keller, Koshy and Jha	Marketing Management: A South Asian Perspective	Pearson Education	14 <sup>th</sup> edition
T2	Ramaswami & Namakumari	Marketing Management: Indian Context	Macmillan (India)	Latest edition

#### Reference Books:

Sr. No.	Authors	Title of the Book	Publisher	Edition
R1	Rajan Saxena	Marketing Management	Tata. McGraw Hill	4 <sup>th</sup> Edition
R2	Arunkumar, N. Meenakshi	Marketing Management	Vikas Publishing	Latest Edition
R3	Evans J. R., Berman B,	Marketing Management	Cengage Learning	Latest Edition

#### List of some Journals / Periodicals/Magazines/Newspapers, etc.:

Students are expected to go through various journals / periodicals such as Journal of Marketing, Indian Journal of Marketing, and Marketing Master mind, Economic Times- Brand Equity, etc.

**Session Plan:**

<b>Module</b>	<b>Sub-Modules / Topics</b>	<b>Sessions</b>
<b>I</b>	<b>Understanding Marketing Management and the Marketing Environment</b>	
	Nature and Scope of Marketing; Understanding Core Marketing Concepts Company orientations toward the marketplace; Holistic Marketing; Marketing Mix	2
	Value Chain Analysis and Value Delivery Process Strategic planning at various levels of hierarchy; Product Planning and Marketing Plan Marketing Environment & Marketing Information System	4
	<b>Case Vignette: Nirma Ltd.</b>	2
<b>II</b>	<b>Developing Insights into marketing problems and buyer behavior</b>	
	Demand Measurement and Forecasting; Creating Customer Value and Satisfaction; Relationship Marketing	2
	Factors influencing Consumer Behavior; Organizational Buying Behavior	2
	<b>Case Study: Indian Deodorant Market and Vini Cosmetics Ltd.</b>	2
<b>III</b>	<b>Marketing Strategies- Identifying market segments, dealing with competition</b>	
	Segmentation, Targeting and Positioning	4
	Marketing strategies for leaders, challengers, followers and niches; global marketing	2
	Strategies at different stages of the product life cycle (PLC)	2
	<b>Case Study: Mango Frooti by Parle Beverages Ltd. And Patanjali VS Colgate</b>	2
<b>IV</b>	<b>Product strategies, service quality, and pricing</b>	
	Setting Product (Goods and Services) strategies; New Product Development	2
	Product classification; product differentiation; product, brand, packaging decisions;	2
	Offering a service product, managing service quality, Developing Pricing Strategies	2
	<b>Case Study: Pulse candy by DS Group, India</b>	2
<b>V</b>	<b>Distribution, integrated marketing communication and controlling marketing efforts</b>	
	Designing and Managing Distribution Channels; <b>Online Distribution</b>	2
	Managing retailing, wholesaling and logistics; Direct Marketing,	2
	Communication and Promotion Mix Decisions, <b>Electronic Media Promotion</b>	2
	Controlling marketing efforts; Contemporary Marketing. Issues, <b>Digital Marketing</b>	2
	<b>Case Study: Asopalav, Surat and Pulse Candy by DS Group</b>	2

## CP- 202 FINANCIAL MANAGEMENT

### 1. Course Objectives

The purpose of this course is to acquaint students with the broad framework of financial decision making and to develop skills in using the techniques of financial analysis of business problems acquiring necessary finance at the minimum cost.

### 2. Course Contents:

MODULE NO.	CONTENT
I	Aims and objectives of Financial Management Scope of Finance, Finance Functions, Finance Manager's Role, Financial Goal: Profit v/s Wealth  Concepts of Value and Return Time Preference for Money, Compound Value, Present Value, Value of an Annuity Due, Compound Value of an Annuity, Present Value of an Annuity
II	Valuation of Bonds and Shares Present Value of Bonds, Present Value of Preference Shares, Present Value of Equity Shares  Capital Budgeting Investment Evaluation Criteria, Net Present Value Method, Internal Rate of Return Method, Profitability Index, Payback, Discounted Payback Period, Accounting Rate of Return Method, NPV v/s IRR
III	The Cost of Capital The concept of cost of capital, cost of equity, cost of preference share, cost of debenture, Weighted Average Cost of Capital  Financial and Operating Leverage Measures of Financial Leverage, Degree of Financial Leverage, Degree of Operating Leverage and Degree of Combined Leverage
IV	Working Capital Management Principles of working capital, Working Capital Cycle, Determinants of working capital, Cash Management, Inventory Management, Accounts Receivable Management
V	Theories of Capital Structure and Dividend Policy Theories of Dividend Policy: Walter's Model, Gordon Model, MM Model, Practical Consideration in Dividend Policy, Capital Structure Theories: Net Income approach, Net Operating Income approach, Sources of raising long term and short term finance

### 3. Reference Books:

Sr	Title	Author	Publisher
1	<b>Financial Management</b>	<b>I.M. Pandey</b>	<b>Vikas Publishing</b>
2	Financial Management	Van Horne	Pearson Co.
3	Financial Management	Khan and Jain	Tata McGraw Hill

**Objective:**

The Objectives, of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management. The basic objective of the course is to reflect the latest thoughts, concepts and practices, in the area of HRM.

**Course Contents:**

Module 1	Introduction to Human Resource Management <b>Human Resource Management Environment – Indian Perspective</b>
Module 2	Human Resource Planning - an overview Job Analysis and Job design Recruitment and Selection- an overview
Module 3	Training and Development Performance Appraisal -an overview Compensation Management – an overview
Module 4	Managing ethical issues in Human Resource Management Employee Welfare Employee Empowerment Career and Succession Planning
Module 5	<b>Industrial Relations &amp; Trade Unions - an overview</b> <b>Dispute Resolution &amp; Grievance Management</b>

**Reference books:**

Book title	Author	Publisher
Human Resource and Personnel Management	<b>Aswathappa, K.</b>	Tata McGraw Hill
Human Resource Management: Strategic Analysis Text and Cases	<b>Raj Kumar</b>	I. K. International Pvt Ltd.
Human Resource Management	De Ceuzo, D A & Robbins S P.	John Wiley
Industrial Relations, Trade Unions, and Labor Legislation	<b>Sinha</b>	Pearson India
Human Resource Management	<b>V S P Rao</b>	Vikas Publishing
Human Resource Management	Dessler and Varkkey	Pearson

## CP- 204 : PRODUCTION AND OPERATIONS MANAGEMENT

### 1. Course Objectives

**The purpose of this course is** aimed at educating students for planning, creation and management of resource capabilities used by a business to make services or products.

### 2. Course Contents:

	CONTENT
I	Introduction to Operations Research Introduction, Historical Background, Scope of Operations Research , Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools , Structure of the Mathematical Model, Limitations of Operations Research
II	Linear Programming Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Case Studies of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations
III	Transportation Problem Introduction, Formulation of Transportation Problem (TP), Transportation Algorithm (MODI Method), the Initial Basic Feasible Solution, Moving Towards Optimality
IV	Assignment Problem Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm, Routing Problem, Travelling Salesman Problem
V	Aggregate Planning and Master Scheduling Strategies of Aggregate Planning, Graphic & and Charting methods, Application of LP, Master Scheduling, Job Shop Scheduling an Sequencing Algorithms Gantt Chart, Line Balancing, LOB, Case Studies.

### 3. Reference Books

Sr	Title	Author	Publisher
1	Production Management	S.N. Charry	Tata McGraw Hill
2	Production and Operation Management	Bedi Kaniska	Oxford Publication
3	Production and Operation Management	Chase, Aquilino	Tata McGraw Hill

**COURSE OBJECTIVES:**

The objective of this course is to provide an understanding of various **external business environments affecting the business in India** and to develop the ability to systematically analyze the environmental factors affecting the business enterprise.

**COURSE CONTENTS:**

**MODULE 1: ECONOMIC ENVIRONMENT**

Concepts and significance of economic environment. Economic system in India. Recent Economic and Financial Environment in India, emerging sectors of Indian economy. Reforms in Indian economy. Liberalization, Privatization and Disinvestments, Special Economic Zone (SEZ) and their role and impact in Indian Business Environment. National income. Monetary and fiscal policy. Philosophy and strategy of planning in India, NITI AAYOG

**MODULE 2: SOCIAL ENVIRONMENT**

Concept and significance of social environment, interdependence of business and society, culture and organization. Significance of small and cottage industries in Indian society. Environment for the SME sector, business opportunities in the rural sector. Policies for promotion of SSI sector in India. Social responsibility of business and trusteeship management, business ethics.

**MODULE 3: TECHNOLOGICAL ENVIRONMENT**

Impact of technology on organization. Process of technological adaption and development, intellectual property regime and the R&D environment, government guidelines for IPR. E-commerce & SSI. ISO standards and Bureau of Indian standards. Implications of technology on business environment. Development of business entrepreneurship in India

**MODULE 4: INTERNATIONAL BUSINESS ENVIRONMENT**

Overview of international business, types of internal business, Globalization trends and challenges. Balance of payment of India and macroeconomic management. Environment for foreign trade and Investment. FDI & FII. Tariff and non-tariff barriers. India’s competitiveness in the world economy.

**TEXT BOOKS & REFERENCE BOOKS:**

SR.NO	AUTHOR/S	TITLE OF THE BOOK	PUBLISHER
1	Francis Cherunilam	Business environment	Himalaya
2	Francis Cherunilam	International Business environment	Himalaya
3	Saleem, Shaikh	Business environment	Pearson
4	Ashwathappa	Business environment	Himalaya
5	Mithani D.M.	International economics	Tata Mcgraw Hill
6	Mishra S K & Puri V K	Economic Environment of Business	Himalaya
7	V. Neelamegam	Business Environment	Vrinda Publications
Business newspapers / magazines (print / online)			

**\* Classroom Discussion on Indian cases studies relevant to above topics**

Course objectives: Research is a fundamental tool to decision making. To make rational decisions, it should be supported by research. The technological changes make it imperative for the students to be acquainted with the tools of research techniques. The aim of the subject is to introduce the students with the basic concepts of the subject. To prepare the students for conducting research. Indian perspectives of Research. Indian case studies. Developing a scientific temperament for rational decision making. Indian methods of scientific rational thinking as mentioned in the Indian scriptures.

MODULE	MODULE/ SUB MODULE
Module 1	Nature of Business research- Rational of the subject, introduction, definitions, Importance and examples of business decision making. Scientific attitude. Examples of Indian organizations and case studies.
Module 2	Research design- Types of research: Exploratory, descriptive, experimental design. Qualitative research Types of data collection method: survey method and observation method
Module 3.	Measurement and Scale development techniques Sample design and Instrument design,
Module 4	Data Analysis Field work management Introduction to software for data analysis
Module 5	Report writing Format for report writing. Language of report, importance.
Module 6	Case studies and term Paper based on Indian organizations.

Sr No	Authors	Name of the book	Publishers
1	Cooper and schindler	Business research methods	The Mc Graw-Hill companies
2	Zikmund, Babin, Carr	Business research Methods	Cengage learning
3	NareshMalhotra & Satya Bhushan,Dash	Marketing research	Pearson
4	Ranjit Kumar	Research Methodology	Pearson publications
5.	C.Murthy	Research Methodology	Vrinda Publications (P) limited
6.	D.K. Bhattacharya	Research Methodology	Excel Books

**CP-207 ENTREPRENEURSHIP AND NEW VENTURE MANAGEMENT**

**Objectives:** The objective of this course is to explain the role and importance of entrepreneurs in economic development. The major emphasis of the course will be on creating a learning system through which students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service idea. The course will help student to gain necessary knowledge, skills, attitude and competence to start and manage a new venture.

**Course Contents**

Module	Topics
I	Entrepreneurs, Small Businesses and Economic Development, Role and Importance of Entrepreneurship in Economic Growth; Entrepreneurial Motivation – Need for Achievement (n-Ach); Definitions and Characteristics of an Entrepreneur. Study of environmental factors in making of an entrepreneur, Entrepreneurship, Analysis of Entrepreneurship, Innovation and Entrepreneurship, Innovation Management Women Entrepreneurship in India Classification of Industries, Problems and Prospects of MSME Sector
II	Activities involved in starting new venture, Generating new Business Ideas, Facets of Project Analysis Techniques of Project Evaluation Preparation of Project Feasibility Report Elements and Preparation of Business Plan
III	Legal Aspects of new Businesses New Business and IPR Regulatory requirements and Procedures for registration of a new industrial Unit Regulatory requirements and procedures for availing of assistance from Government and other institutions
IV	Agencies involved in providing assistance for starting a new venture Entrepreneurship Development Programmes Incubation Centers Government Aid to industries in the areas of finance, raw material, marketing and technical know-how and machinery procurement. Project Financing – Role of commercial banks and state and central level Financial Institutions. Venture Capital Small Business Management which includes Financial Management, Human Resources Management, Marketing Management, Production and Operations Management.
V	Indian Entrepreneurs / Business Organisations Case Studies

**Reference Books:**

Sr. No.	Author/s	Title of the Book	Publisher
1	Baporikar, Neeta,	Entrepreneurship Development & Project Management,	Himalaya Publishing House
2	Bedi, Kanishka	Management and Entrepreneurship,	Oxford University Press,

			New Delhi
3	Chandra , Prasanna	Projects – Planning , Analysis , Selection , Implementation and Review’	Tata McGraw Hill Publishing Company Ltd., New Delhi
4	Charantimath Poornima	Entrepreneurship Development and Small Business Enterprise	Pearson Education Asia, New Delhi
5	Desai Vasant	Dynamics of Entrepreneurial Development and Management	Himalaya Publishing House, Mumbai
6	Desai Vasant	Fundamentals of Entrepreneurship and Small Business Management	Himalaya Publishing House, Mumbai
7	Donald Kuratko, Jeffrey Hornsby	New Venture Management – The Entrepreneur’s Roadmap	Pearson Education, New Delhi
8	Paul Trott	Innovation Management and New Product Development	Pearson, New Delhi, India
9	Raichaudhuri Anjan	Managing New Venture: Concepts and Cases on Entrepreneurship	PHI Learning Private Limited, New Delhi
10	Devdutt Pattanaik	Business Sutra : A Very Indian Approach to Management	Rupa Publications
11	Sobha Bondre Nikhil Inamdar, Maya Bathija	The Indian Business: Stories of How Gujaratis, Baniyas and Sindhi Do Business	Penguin Publications
12	Gokul Upadhyay	Gita for Business Management, Leadership and Performance	Createspace Independent Pub.

## SEMESTER-III

### COMPULSORY COURSES

#### CP-301 BUSINESS POLICY AND STRATEGIC MANAGEMENT

**Objective:** The objective of this course is to make student understand the importance of Strategic Management in a dynamic environment of business and industry. This course will help students of understand the entire process of Strategic Management, which includes Environment Evaluation, different strategy options, appropriate selection and effective implementation and control.

#### Course Contents:

Module	Topics
I	Strategic Management - An Introduction; Stakeholders in Business; Vision, Mission and Purpose; Business Model and Strategy
II	Environmental Analysis – External and Industry Environmental Analysis using PEST and Porter’s Five-Force Model, Understanding concepts such as Key Success Factors; Driving Forces, Strategic Group Mapping
III	Internal Analysis – Concept of Value Chain, SWOT Analysis; Competence, Distinctive Competence and Core Competence; Competitive Advantage and Sustainable Competitive Advantage
IV	Strategy formulation at Business and Corporate levels, Generic Strategies, Diversification, Strategic Alliance and Joint Ventures; Mergers & Acquisitions; International Business Strategies.
V	Nuances of Strategy Implementation: Operationalising the strategy, Functional Strategies and Policies, Institutionalising the Strategy, Matching Structure and Strategy, Strategic Leadership and Organization Culture; Management of Change.
VI	Strategic control: Operations Control and Strategic Control; Measurement of Performance; Balanced Score Card.
VII	Ethics, Corporate Governance and Social Responsibilities, Case Studies of Indian Business Organisations

#### Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher
1	Ansoff, H. Igor	Implementing Strategic Management	Engelwood Cliffs, Prentice Hall, Inc.
2	Azhar Kazmi	Business Policy	Tata McGraw Hill Publishing Company Limited, New Delhi
3	Chatterjee Debashis	Timeless Leadership:18 Leadership Sutra from the Bhagvad Gita	Wiley Publications
4	Kanagasabapathi P.	Indian Models of Economy, Business and Management	PHI
5	Jauch L. R. , R. Gupta and W. F. Glueck	Business Policy and Strategic Management	Frank Bros., New Delhi
6	Jhonson Gerry and Scholes Kevan	Exploring Corporate Strategy, Text and Cases	Pearson Education, New Delhi
7	Hitt, Ireland, Hoskisson and Manikutty	Strategic Management – A South-Asian Perspective	Cengage Learning, Delhi
8	Pillai Radhakrishnan	Corporate Chankya: Successful Management the Chankay Way	Jaico Publishing House
9	Porter, M. E	Competitive Strategy: Techniques for Analyzing Industry & Competitors	Free Press
10	Prasad, L. M.	Business policy – Strategic Management,	S. Chand & Co., New Delhi
11	Thompson and Strickland	Strategic Management- Concepts and Cases	Tata McGraw Hill, New Delhi

**Course Objectives:**

1. The basic objective is to acquaint the students with the international environment and decision making.
2. This paper focuses to acquaint the students about India’s exports, export-policy, procedures, and documentation.
3. To create an understanding among students about International business operations and acquaint with Foreign Exchange Market.

**Course Contents:**

Module	Module / Sub-Modules
I	Fundamentals of International Marketing, Definitions, concepts and setting, India and World Trade, Direction and Quantum of India’s Export and Import, India’s Export – Import Policy.
II	Institutional Infrastructure for Export Promotion, Export Promotion Councils, Commodity Boards, Public Sector Agencies, Export Credit and Guarantee Corporation of India (ECGC), India Trade Promotion Organisation (ITPO), Export Import Bank of India (EXIM), Indian Institute of Packaging (IIP), APEDA, MEPDA
III	Export Procedure& Documentation, Registration of Exporters, Export Quotations, Producing and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents, Export Finance: Instruments of Payments, Open A/C, Bill of Exchange, Letter of Credit, Factoring and Forfeiting
IV	Foreign Exchange Markets , Spot rate, Forward Rate, Hedging, Export Pricing, Project Exports, Pricing Methods, Inco-Terms, Export Tendering, Long and Medium Term Export Projects, India’s Performance, Export Packaging and Labelling, Problem of Indian Export and Import
V	International Marketing: Various Forms of International Business, International Marketing Mix: Identification of Markets, Product Policy, International Product Life Cycle, Promotional Strategy, Pricing and Distribution Strategy, Strategic Marketing Plan, Sources of information for International data, International Marketing Intelligence, Legal Dimensions of International Marketing
VI	Contemporary Issues in Global Business Environment, Restrictive Trade Practices, Counter Trade and Global Sourcing, Risk in Foreign Trade and management

**Reference Books:**

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
1	Varshney, R.L. and Bhattacharya, B.	International Marketing Management-An Indian Perspective	Sultan Chand & Sons New Delhi	Latest Edition
2	T.A.S. Balgopal,	Export Management,	Himalaya Publication, Mumbai	Latest Edition
3	Rathod, B.S.,	Export Management		Latest Edition
4	Bhattacharya, B	Export Marketing: Strategy for Success,	New Delhi, Global Business Press,	Latest Edition

5	Keegan, Warren	Global Marketing Management	Englewood Cliffs, New Jersey, Prentice-Hall of India,	Latest Edition
6	Onkvisit, Sak, and Shaw, J.J.,	International Marketing: Analysis and Strategy	New Delhi, Prentice-Hall of India,	Latest Edition
7	Terpestra, Vern and Sarathy, R.,	International Marketing,	Oriando Dryden Press,	Latest Edition
8	Livingstone, James M.,	International Marketing Management,	Macmillan Press, London	Latest Edition
9	Kindleberger, Charles,	International Economics		Latest Edition
10	Srivastava, R.H.,	International Strategic Management		Latest Edition
11	Thakor, Boston, Srivastava,	International Management Concept and Cases		Latest Edition
12	Cherunilam, Francis,	International Business,	Himalaya Publication, Mumbai	Latest Edition

## CP-303 BUSINESS LAWS

**COURSE OBJECTIVES:** The course is aimed at providing an understanding of **laws affecting the operations and management of business enterprises in India.**

### COURSE CONTENTS:

#### MODULE 1: INDIAN CONTRACT ACT 1872

Definitions, classification of contracts, essentials of a valid contract. Offer and acceptance, capacity to contract, free consent, legality of object, void agreements. Performance of contract, discharge of contract, remedies for breach of contract. Quasi Contracts

#### MODULE 2: SALE OF GOODS ACT 1930

Introduction, formation of a contract of sale, essentials of a contract of sale. Sale and agreement to sell, sale vs. hire purchase, sale and barter, exchange, bailment, contract for work and materials. Condition and warranties, transfer of property. Performance of a contract, rights of an unpaid seller.

#### MODULE 3: THE NEGOTIABLE INSTRUMENTS ACT 1881

Definition, nature and types of negotiable instruments. Notes, bills and cheques. Parties to a negotiable instrument, holder and holder in due course. Negotiation and association, presentation of negotiable instrument, dishonour and discharge of negotiable instrument. Offences by companies, penalties in case of dishonour of certain cheques for insufficient of funds

#### MODULE 4: THE COMPANIES ACT 1956 & THE COMPETITION ACT 2002

The companies act 1956: Nature and types of companies, Formation of Companies, Memorandum of association. Articles of association, prospectus, Membership in a company, shares and share capital. Borrowing powers, meeting, auditing, Prevention of oppression and mismanagement, winding up  
The competition act 2002: Definitions, anti competitive agreements, Competition commission of India (CCI). Penalties, appellate tribunal

#### MODULE 5: THE CONSUMER PROTECTION ACT 1986 & THE INFORMATION TECHNOLOGY ACT 2000

THE CONSUMER PROTECTION ACT 1986: Definitions, consumer protection councils, dispute redressing agencies and forums & its enforcement. State and national commission, Penalties. THE INFORMATION TECHNOLOGY ACT 2000: definition, electronic governance, attribution, acknowledgement and dispatch of electronic records, certifying authority to issue digital signature certificates. Pending for damage to Computer, computer system and penalties, the cyber regulation appellate tribunal, cyber laws

### TEXT BOOKS AND REFERENCE BOOKS:

SR.NO	AUTHOR/S	TITLE OF THE BOOK	PUBLISHER
1	N.D. KAPOOR	Elements of Mercantile Law	Sultan Chand
2	M.C. & Vivek Kuchhal	Elements of Business Laws	Vikas Publication
3	Avatar Singh	Company Law	Eastern Book Company
4	Tuteja S.K	Business Law for Managers	Sultan Chand
5	Sachdeva Editorial unit	Information technology act, 2000	Sachdeva law publishers
6	Lawmann's Consumer Protection act	Consumer Protection act	Kamal Publishers
7	Tulisian P.C.	Business Law	TMH.

## OPTIONAL COURSES

### 1. FINANCE & ACCOUNTING GROUP

#### OF&A - 301: INVESTMENT MANAGEMENT

##### Course Objectives:

The broad objective of this subject is to get the students acquainted with the different investment avenues and management of investments. It will basically deal with the operations of the capital and money markets, an in-depth understanding of the instruments of investments and flow of money in these markets. The subject also addresses the Modern Portfolio Management Theory and its applications by investors and Investment Companies. A brief introduction to behavioural finance has been included in the course. The whole subject is taught keeping in context the Indian Stock Markets

##### Course Contents:

Module No.	Module / Sub-Modules	Sessions	Marks (20% of 100 each)*
I	Investments: Risk and Return,	8	20
II	Operations of the Indian Stock Markets	8	20
III	Stock Market Analysis	8	20
IV	Portfolio Management	8	20
V	Regulatory Bodies, Corporate Governance	8	20
	TOTAL	40	

##### Basic Text Books:

Sr. No.	Author/s/Editors	Title of the Book	Publisher	Edition and Year of Publication
T0	Dharma Kumar; Meghnad Desai	Cambridge Economic History of India	Cambridge University Press	Latest Edition
T1	Fischer Donald E. and Jordan Ronald J.,	Security Analysis and Portfolio Management	Prentice Hall	Latest Edition
T2	Sharpe William F., Alexander Gordon J., Bailey Jeffery V.	Investments	Prentice Hall	Latest Edition
T3	Kevin S.	Security Analysis and Portfolio Management	PHI India Ltd.	Latest Edition

Reading Material: Laughlin, J. Laurence. "Indian Monetary History." *Journal of Political Economy*, vol. 1, no. 4, 1893, pp. 593–596

##### Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	Zvi Bodie, Alex Kane, Alan J. Marcus	Investments	McGraw-Hill Publishing Company Limited	10 <sup>th</sup> Edition, 2013
R2	V. A. Avadhani	Security Analysis and Portfolio Management	Himalaya Publishing House	Revised 10 <sup>th</sup> Edition, 2013
R3	Laurence Gitman; Michael Joehnk	Fundamentals of Investing	Pearson	12 <sup>th</sup> Edition, 2012
R4	Russel J. Fuller, James L. Farrell	Modern Investment and Security Analysis	McGraw Hill	Latest Edition
R5	Nalini Prava Tripathi	Mutual Funds in India: Emerging Issues	Excel Books	1 <sup>st</sup> Edition, 2007
R6	Lucy Akhert	Behavioural Finance		

## OF&A-302 FOREIGN EXCHANGE MANAGEMENT

### Course Objectives:

1. To acquaint with the mechanism of the Foreign Exchange Market and Derivatives.; their functions and needs
2. Understanding determination of Exchange Rates.
3. To provide understanding on measurement of foreign exchange exposure and management of exposures.

### Course Contents

Module No.	Module / Sub-Modules
I	Introduction to Foreign Exchange Markets and Transactions: Spot-forward rates, Cross Rates Quoting Foreign Exchange Rates Bid-Ask Spread Official and Free Market Rates
II	Derivatives: Currency Futures Currency Options Swaps: Currency and interest rate
III	Theory and Practice of forecasting exchange rates Financial and Socio-Political Factors Technical Analysis (BOP/PPP/IFE/IRP/charting and other technique)
IV	Corporate Exposure Measurement and Management: Translation Transaction Economic
V	Exposure Management: Alternative Strategies for Exposure Management Exposure Management Techniques Parameter and constraint of exposure management

### Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
1	Shapiro A.C.,	Multinational Financial Management	Wiley	10 <sup>th</sup> Edition 2016
2	Apte. P.G.,	International Financial Management.	Tata-Mcgraw Hill	Latest Edition
3	Madura Jeff	International Corporate Finance.	Cengage Learning	10 <sup>th</sup> Edition
4	Madhu Vij	International Financial Management.	Excel	Latest
5	Hull John C.	Option, Futures Other Derivatives	Pearson Education Inc. Delhi,	Latest
6	Sutton, W.H., ,	Trading in currency Options	New York Institute of Finance	Latest

## OF & A: 303 FINANCIAL DERIVATIVES

### 1. Course Objectives

The objective of this course is to give an in depth knowledge of the functioning of the derivatives securities market

### 2. Course Contents:

MODULE NO.	CONTENT
I	<b>Introduction to Derivatives</b> Derivatives, Forwards and Futures Contract, Options, Traders in Futures and Options Market, Functions Performed by derivative markets
II	<b>Forward and Futures Contract</b> Trading in Futures Contract, Market Participants in a Future Market: Hedgers, Speculators and Arbitrageurs, Hedging using Futures Contract, Valuation of Forward and Future Contracts, <b>Badla Trading</b>
III	<b>Options Contract and Trading Strategies</b> Characteristics of Options Contract, Option Pricing, Option Trading Strategies
IV	<b>Valuation of Options</b> Models of Valuation of Options: Binomial Model and Black-Scholes Model, Limitations of Black and Scholes Model Hedging Using Options
V	<b>Indian Securities Market</b> Swaps, Formation of SEBI and aftermath, Introduction of Future and Options in India, <b>L.C. Gupta Committee Recommendations on introducing derivatives in India.</b>

### 3. Reference Books:

Sr	Title	Author	Publisher
1	<b>Financial Derivatives</b>	<b>Vohra and Bagri</b>	<b>Tata McGraw Hill</b>
2	Financial Derivatives	John Hull	Pearson Co.
3	Financial Derivatives	Keith Redhead	Prentice Hall

## OF&A-304 CORPORATE TAXATION & FINANCIAL PLANNING

**COURSE OBJECTIVES:** To create an understanding of the **Direct and Indirect tax structure in India**, as applicable to an individual, Business entities, and corporate bodies and to provide an opportunity to carry out tax planning and management in Indian Business.

### COURSE CONTENT

**MODULE: 1 INTRODUCTION** (overview of the subject), brief discussions on the topics covered in syllabus. **BASIC CONCEPTS** gross and net total income, calculation of taxable income. Available tax planning options for individuals, **INCOME EXEMPT FROM TAX AGRICUTURAL INCOME:** definition, income which is partially agriculture and partly business, computation of net agricultural income. **INCOME TAX AUTHORITIES:** tax authorities, CBDT.

**MODULE: 2 RESIDENTIAL STATUS:** general norms and its relevance, residential status of an individual, HUF and company. Tax incidence and tax planning in regards to residential status. **SALARY:** Meaning and characteristics, chargeability of salary, basis of charge, Accrual of salary, Leave encashment, Gratuity, Pension, Allowance, Retrenchment Compensation, VRS, Perquisites

**MODULE: 3 INCOME FROM HOUSE PROPERTY:** Chargeability, applicability of sec. 22, Principal of Mutuality, Computation of income from a let out house property, computation of income from a self occupied property, tax planning

**CAPITAL GAINS:** Concept and basic types of capital assets, tax liability of capital gains, computation of capital gain, tax free capital gains, Transfer, exemptions under capital gains

**MODULE: 4 SET OFF AND CARRY FORWARD OF LOSSES:** mode of setoff and carry forward of losses, inter source and head adjustments, carry forward of loss. **TAX DEDUCTED AND COLLECTED AT SOURCE** Schemes of TDS, deduction of tax from salary, tax collection at source. Fundamentals of GST, Dual GST model, GSTN & GST Council, Registration under GST Law, Levy & Collection of tax, Input Tax Credit

**MODULE: 5 CORPORATE TAXATION:** Basic concept and importance, tax planning of new business, Tax Planning and Financial structure of a company, tax planning while converting sole proprietary or firm into company, Tax Planning of business expenditure, tax planning of depreciation: block of assets, written down value, DDT, MAT., Tax Treatment of losses of corporate sector, Tax planning aspect of ownership vs. leasing: purchase of asset, sale of assets used for scientific research, Tax Planning regarding foreign collaboration, holding and subsidiary company, Tax Planning regarding income tax survey, tackling income tax searches and seizures & tax planning to avoid penal interest and penalties.

### TEXT BOOKS & REFERENCE BOOKS:

SR.NO	AUTHOR/S	TITLE OF THE BOOK	PUBLISHER
1	Dr. Vinod K. Singhania, Dr. Kapil Singhania	Direct taxes, law and practice	Taxmann
2	Vinod K. Singhania, Dr. Monica Singhania	Corporate Tax Planning and Business tax procedures with case studies	Taxmann
3	R.G. Saha, Usha Devi N	Income tax (Direct Tax)	Himalaya Publishing house
4	V.P.Gaur, D.B.Narang, Rajeev Puri	Corporate Tax Planning and Management	Kalyani Publishers
5	Dr. Vinod K. Singhania, Dr. Monica Singhania	Students guide to income tax, Problems and solutions	Taxmann
6	Lakhotia R.N.	Corporate Tax Planning	Orient Paperbacks, India
7	Bhagwatiprasad	Direct taxes	S. Chand

## 2. MARKETING GROUP

### OMK-301 CONSUMER BEHAVIOUR AND MARKETING RESEARCH

#### Objective:

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

#### Course Contents:

Introduction to Consumer Behaviour, Consumer Behaviour and Marketing Strategy, Models of Consumer Behaviour, Consumer Research, Market Segmentation, Consumer Motivation, Information Processing and Consumer Perception, Learning and Consumer Behaviour Change Brand Loyalty and Brand Equity, Consumer Attitudes and Attitude Change, Influence of Personality and Self-concept on Buying Behaviour, Psychographic and Lifestyle, Group Influence, Social Class and Cultural Influence, Diffusion of Innovation, Family Decision Making, Industrial Buying Behaviour, Consumer Behaviour Audit, Consumer Behaviour Studies in India

#### References:

1. Schiffman, Leon G., Wisenbilt J. And Kumar S. R. *Consumer Behaviour*, Pearson India Education Services Pvt. Ltd., Noida, India., Latest Edition
2. Loudon, D. L. And Delta Bitta A. J. (2009). *Consumer Behavior*, 4<sup>th</sup> edition, Tata McGrawHill Education, New Delhi, India.
3. Frank R. Kardes, Thomas W. Cline and Maria L. Cronley: *Consumer Behavior: Science and Practice*, South-Western, a part of Cengage Learning, India, Latest Edition
4. **Srabanti Mukherjee: *Consumer Behavior*, Cengage Learning, India, Latest Edition**

#### Session Plan

Session 1 to 2

Topic: Introduction to Consumer Behaviour: Its Origin and Strategic Application

#### Vignette: Project Shakti of Hindustan Unilever Ltd.

Session 3 to 6

Topic: Segmentation, Targeting and Positioning

#### Case: Lifebuoy Liquid Hand-wash

Session 7 to 10

Topic: Consumer Motivation: What is Motivation, The dynamic Nature of Motivation  
Consumer Motivation: Types and Systems of Needs, Measurement of Motives

#### Examples: Insurance Products by LIC and HDFC Ltd.

Session 11 to 14

Topic: Personality and Consumer Behaviour: Theories of Personality and consumer Diversity  
Personality and Consumer Behaviour: Product Personality and Self-image

#### Case: Royal Enfield

Session 15 to 18

Topic: Information Processing and Consumer Perception: Dynamics of Perception  
Information Processing and Consumer Perception: Consumer Imagery

#### Vignette: Tanishq

#### Vignette: Nicorette by Johnson & Johnson India Ltd.

Session 21 to 24

Topic: Consumer Attitudes and Attitude Change: Attitudes and Structural Models of Attitudes  
Consumer Attitudes and Attitude Change: Formation and Change

**Examples: Swiggy, Tanishq and Nestle Maggi**

Session 25 & 26

Topic: Communication and Consumer Behaviour

**Examples: Revital, Wonderchef**

Session 27 to 30

Topic: Reference Group Influence and Family Decision Making

**Role Play: How do families make decision**

**MCQ Test – Session 30**

Session 31 & 32

Topic: Social Class and Consumer Behaviour

**Vignette: Indian Social Classification**

Session 33 & 34

Topic: Influence of Culture on Consumer Behaviour; Cross-Cultural Consumer Behaviour

**Case: Kumbh Mela**

Session 35 to 38

Topic: Diffusion of Innovation; Consumer Decision Making Model and Consumer's Decision-Making Process

**Examples: Mobile Wallets and LED Bulb**

Session 39 & 40

Topic: Review and Integration

Session 41 to 44

Term Paper Submission and Presentation

**Important:**

1. **Students are expected to study examples from Indian context and relate with the concepts.**
2. Term papers should involve real-life study and collection of primary data. It is to be carried out in a **group of two**.

## OMK-302 INTEGRATED MARKETING COMMUNICATION

Course objectives: The marketing world is changing. The students needs to be equipped with the tools and techniques of the marketing communications. Digital marketing is one of the factor affecting the completion scenario. The goal of the subject is to introduce the students with the basic concepts of the subject. To teach them the applications of these concepts in developing marketing strategies. Indian perspectives and case studies are discussed as required by the topic.

SR NO	MODULE/SUB MODULE
1.	An introduction to Integrated marketing Communications Enhancing brand equity through IMC. Tools Of IMC: Direct marketing. Public relations, Internet, social media, mobile marketing, sales promotion. Indian marketing scenario. Examples of Indian Brands.
2.	IMC SITUATION ANALYSIS Marketing Segmenting, Targeting, Positioning Consumer Behaviour. Social marketing communications. Indian examples and case studies. Case study of Kumbh-Mela and use of IMC.
3	COMMUNICATION PROCESS Models of communications Source, message and channel factors. Examples from Indian advertisements. Indian Social issues using IMC.
4	CREATIVE STRATEGIES- creativity in advertising. Types of creativity. models of creativity. Appeals and executions, formats of creativity, production process of Copy writing. Indian creativity and representation of India in Canns festival. Indian creative copy writers.
5	MEDIA PLANNING- Concepts of media planning, format, types of media. Advantages and disadvantages of media. Traditional media. Broadcast, print. Support media. Modern media. Digital media, social media. Internet- interactive media
6.	MEASURING EFFECTIVENESS – methods to measure effectiveness, importance. Copy testing.
7	Macro aspects of Advertising Social and economic aspects In Indian context. Ethical aspects . Role of ASCI. Case studies from Indian organizations

### References

Sr No	Authors	Title of the book	Publisher
1.	Belch & Belch	Advertising and Promotion –An IMC approach	Mc Graw Hill Education
2	Clow, Baack	Integrated Advertising, promotion, and marketing Communications	Pearson education
3	Kruti Shah & Alan D'Souza	Advertising & Promotions an IMC perspective	Tata McGraw-Hill Publishing Company Limited
4.	S. Neelamegham	Marketing in India	Vikas publications
5	Sidharth Balakrishnan	Case Studies in Marketing	Pearson publications

## OMK-303    MARKETING OF SERVICES

### Course Objectives:

Services are a dominant economic driver in the Indian economy. The course is designed to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services. The course intends to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. It deals with the challenges commonly encountered in marketing services -- such as intangibility, difficulty in synchronizing demand and supply, difficulty in controlling quality and retaining customers. The consumer dynamics, technological developments the VUCA environment in which the service marketers find themselves in are propelling marketers to come out with innovative ways to provide more value to the consumers. Strategies used by successful services marketers to overcome these challenges are addressed to by the course contents.

### Course Contents:

Module No.	Module / Sub-Module	Sessions
I	<p>*Basics of Services Marketing:            What are Services? ; Why Study Services? ; Role of services in the economy; Services and Technology - technology in service encounter, self service, automation in services, Internet services; Distinctions between Services and Goods; Services Marketing Mix; Positioning of services            Case Study: <b>The Annapoorna Dabbawalla Company Ltd.</b>* T3- Nargundkar Rajendra, pp26-32            *Customer Behaviour in Service Encounter:            Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing;; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; ; Customer Expectations and Perceptions of Services – Zone of Tolerance;            Case study: <b>Shoppers Stop: Targeting the Young</b>* R11- Kumar Ramesh S. pp 96-115</p>	10
II	<p>Services Marketing Mix:            *Product – Core and Supplementary Elements, Branding Service Products            Case Study: <b>Infosys: The Challenge of global branding</b>* R11- Kumar Ramesh S. pp.303-321            *Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Dynamic Pricing            Case Study: <b>Why Differential Pricing Helps the Poor?</b> *F5- Jauhari Vinnie and Dutta Kirti, pp 356-359            *Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies            Case Study: <b>E-Chaupal Initiative of ITC</b>* T3- Nargundkar Rajendra, pp88-90            *Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication, Social media marketing; Location based mobile communication            Case study: <b>Celebrating Life through Kushboo Gujarat Ki</b>* case developed by Renuka Garg, M.V. Sidhpuria and Priti Garg</p>	8
III	<p>Expanded Marketing Mix:            *People – Employees' Role in Service Delivery, Service Leadership and Culture, Service Profit Chain; Emotional labour            Reading: Sharma Subhash (2013) Wisdom &amp; Consciousness from the East: Life, Living &amp; Leadership, IBA Publication, Bangalore, pp127-132            *Process – Service Blueprinting, Service Process Redesign            *Physical Evidence - Servicescape, Service Environments,            *Managing Capacity and Demand:                Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands            Case Study: <b>City bus Services</b>* R7, Apte Govind pp 285-286</p>	8
IV	<p>Service Quality and Relationship Management:            Services Quality: Gaps Model; Measuring and Improving Service Quality;            Case Study: <b>Balanced Scorecards in Managing Higher Education Institutions: An Indian</b></p>	8

	<p><b>Perspective</b>, *F5- Jauhari Vinnie and Dutta Kirti, pp 449-461  Relationship Marketing: Defining Customer Relationships; The Basics; Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; and Customer Relationship Management (CRM), complaints handling and service recovery  Case Study: <b>Cineplex Entertainment: The Loyalty Program*</b> R11- Kumar Ramesh S. pp 54-66  Case Study: <b>Service Failure and Recovery Strategies in Restaurant Sector: An Indo-US Comparative Study*</b>F5- Jauhari Vinnie and Dutta Kirti, pp279-286</p>	
V	<p>Contemporary issues in services marketing and some major services  Case Study: <b>MTV India: Cocreation using MTV Music Meter*</b>, Ahuja V. <i>Digital Marketing</i>, Oxford University Press, New Delhi, pp 381-385  Case Study: <b>Shoppers Stop: Facebook and Apps for Marketing*</b>, Ahuja V. <i>Digital Marketing</i>, Oxford University Press, New Delhi, pp 404-405  Case Study: <b>Domino's India: Building Traffic through Content Propagation*</b>, Ahuja V. <i>Digital Marketing</i>, Oxford University Press, New Delhi, pp 219-223</p> <p>Major Services:  Healthcare-Aravind EyeCare, SkyHealth Telehealth Centres  Airlines-Jet Airways  Insurance: LIC  Housing Finance Sector-HDFC  Banking-SBI</p>	8

#### Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher
T1	Lovelock Christopher, Wirtz Jochen and Chatterjee Jayanta	Services Marketing: People, Technology, Strategy	Pearson Prentice Hall
T2	Zeithaml V. A., Bitner M.J., Gremler D.D., and Pandit A.	Services Marketing: Integrating Customer Focus Across the Firm	Tata McGraw Hill
T3	Nargundkar Rajendra	Services Marketing: Text and Cases	McGraw Hill

#### Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher
R1	R. Srinivasan	Services Marketing	PHI
R2	Fitzsimmons J.A. and Fitzsimmons M.J.	Service Management: Operations, Strategy, Information Technology	Tata McGraw-Hill
R3	Clow K. E. And Kurtz D.L.	Services Marketing: Operations, Management, and Strategy	Biztantra
R4	Gronroos Christian	Service Management and Marketing: Customer Management in Service Competition	Wiley India
R5	Jauhari Vinnie and Dutta Kirti	Services: Marketing, Operations, and Management	Oxford University Press
R6	Metters R.D., Metters K.H., Pullman M., and Walton S.	Successful Service Operations Management	Thomson Learning
R7	Apte Govind	Services Marketing	Oxford University Press
R8	Godson Mark	Relationship Marketing	Oxford University Press
R9	Baran R.J., Galka R.J., Strunk D.P.	Customer Relationship Management	South-Western Cengage Learning
R10	Chowdhary N. and Chowdhary M.	Textbook of Marketing of Services: The Indian Experience	MacMillan Publishers India Ltd.
R11	Kumar Ramesh S.	Case Studies in Marketing Management	Pearson

#### 8. List of Journals / Periodicals/Magazines/Newspapers, etc.:

- ICAFI Journal of Service Management
- Journal of Services Marketing
- Journal of Services Research Social media marketing; Location based mobile communication
- Journal of Marketing

## OMK-304 DIGITAL MARKETING

**Course Objectives:** The digital revolution taking place in India has changed the way firms carry out its marketing activities. The course aims to develop necessary skills to perform marketing activities and programmes using digital platform. The course contents are expected to help the students in planning and implementing an effective digital marketing strategy for the firms they work with.

### Course Contents:

Module	Contents
1	<b>Introduction to Digital Marketing</b> – Models of Digital Marketing <b>Search Engine Optimization (SEO)</b> – Understanding the nuances of search engine, Optimizing Search Process to get website listed among top search engine results, <b>Google AdWords</b> <b>Search Engine Marketing (SEM)</b> – The role of pay per click in website listing, Placing and running advertisements on Search Engines.
2	<b>Web Analytics</b> – Measure, monitor and evaluate the web-metrics such as website traffic and campaign statistics, Making business decisions from the metrics available in Digital Media
3	<b>Email Marketing</b> – Designing email marketing campaign, Developing users / potential users list, Delivering the marketing communication to the targeted audience, Creating a bridge between offline and online database / contents, <b>Google Analytics</b>
4	<b>Social Media Marketing (SMM)</b> – Introduction to social media, integrating social media in marketing activities and programs, Product Promotion using social media
5	<b>Mobile Marketing (MM)</b> – Strategizing marketing through smart devices, Planning and executing marketing activities / programs using mobile Apps, QR codes, location and SMS.
6	<b>Content and Blog Marketing (CBM)</b> – Planning and executing effective blogs for increased audience engagement, Using white paper, brochure, and case studies for unique interaction with the target audience.
7	<b>Digital Marketing Tools</b> – Tools for developing new product, for persuading customers, for distribution, and for setting price; Applications and Tools of Digital Marketing – Drop Shipping, Print on Demand, Blogging, and Affiliate Marketing; Building E-commerce website using WordPress

### References:

1. Kotler P., Kartajay H., and Setiawan I. (2016). *Marketing 4.0: Moving from Traditional to Digital*, ISBN: 978-1-119-34120-8, Wiley, USA.
2. Kaushik, Avinsh (2009). *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*, ISBN: 978-0-470-52939-3, SYBEX, A Wiley Brand, USA.
3. Holmes, S. (2017). *Social Media Marketing 2018: How to boost your Company's Success With Facebook, Twitter, Instagram & Co.*, Open Web Learning Institute, Germany.
4. Clarke, A. (2017). *SEO 2017: Learn Serach Engine Optimization with Smart Internet Marketing Strategies*, Simple Effectiveness Publishing, USA.
5. Brodie, Ian. (2013). *Email Persuasion: Captivate and Engage your Audience, Build Authority and Generate More Sales with Email Marketing*, Rainmaker Publishing, USA.
6. Reardon, Joe and Reardon Dale (2015). *Blogging: Practical Guide to Plan your Blog: Start your Profitable Home-Based Business with a Successful Blog*, Copyrighted Material, Amazon.com
- Rabazinski, C. (2015). *Google AdWords for Beginners: A Do-It-yourself Guide to PPC Advertising*, E-Book distributed by Smashwords

### 3. HUMAN RESOURCE MANAGEMENT

#### OHR-301 HUMAN RESOURCE DEVELOPMENT AND TALENT MANAGEMENT

Objective:

The purpose of this paper is to provide an in-depth understanding of the role of Human Resource Development as an HR manager and to enable the course participants to manage the Training systems and process.

Course content

Module 1	Human resource development – an overview T&D overview, Training process
Module 2	Learning process Training needs assessment
Module 3	Instruction objectives and lesson plan Training climate and pedagogy Designing training program -Developing training modules
Module 4	Training method and techniques, Coaching and mentoring, <b>Methods of Managerial development used in Indian Organizations</b> Facilities planning and training aid Training evaluation T&D and trainer's role Technological advancement in training
Module 5	Learning Organizations Career management and development Potential appraisal <b>Human Resource Development in India</b> PCMM (People Capability Maturity Model)

Reference Books:

Book title	Author	Publisher
Human Resource Development:	<b>R. Krishnaveni</b>	Excel books
Researcher's Perspective Human resource development: challenges and opportunities	<b>NeeluRohmetra</b>	Anmol Publications
Training & Development: Indian Text Edition	<b>Dr. B. Jankiraman</b>	Dreamtech Press
Human Resource Development	Werner &Desimone	Cengage Learning
Training and Developement	<b>Dr. R K Sahu</b>	Excel books
Improving Training Effectiveness	Beunet, Roger ed.	Aldershot, Gower
The Theory & Practice of Training	Bucklely R &Caple, Jim	Kogan& Page

## OHR-302 LABOUR MANAGEMENT AND INDUSTRIAL RELATIONS

### Objectives:

The objective of this course is to introduce the students to major industrial and labour laws applicable to Indian industries and to make them capable to understand legal aspects related with employment.

### Course Content:

Module 1	Growth of Industrial Labour in India Characteristic of Industrial Labour Industrial Jurisprudence Industrial Revolution in India
Module 2	Labour Policy in India, Growth of Labour Legislations in India Principles of Labour Legislation – Social Justice, Social Equity Trade Union movement in India Industrial Relations–Definition, Contents, Objectives, Participants, Aspects and Programs,
Module 3	Industrial Disputes – Forms/Types, Causes, Preventive Measures of ID Institution of Labour Welfare Officer Tripartite and Bipartite Bodies Worker’s Participation in Management Collective Bargaining Dispute Settlement Machineries – Conciliation, Arbitration, Adjudication, Industrial Peace and Industrial Harmony, Social Security.
Module 4	The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946,
Module 5	The Trade Union Act, 1926, The Factories Act, 1948

### Reference:

Book Title	Author	Publisher
Dynamics of Industrial Relations	<b>C. B. Mamoria, Satish Mamoria and S.V. Gankar</b>	Himalaya Publishing House
Hand Book of Industrial Law	<b>N. D. Kapoor</b>	Sultanchand Sons
Industrial Law	<b>P.L. Malik</b>	Eastern Book Company
Industrial Law	<b>S.N.Mishra</b>	Allah bad Law Agency

## OHR-303 ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT

### Objectives:

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioral science.

### Course Contents:

Module 1	Organization Change - an Overview Approaches to Problem Diagnosis
Module 2	Some Major Techniques of Planned Change Steps in OD, General OD Competencies, OD Skills
Module 3	Designing Interventions - Interpersonal, Team, Inter group and System
Module 4	Evaluation of OD The OD Consultant: Role, Skills and Dilemmas Success and Failure of OD
Module 5	Ethics of OD Professional Future of OD & New Perspectives in OD <b>OD practices in India</b>

### Reference:

Book Title	Author	Publisher
Developing Effective Organisation	Abad Ahmad, etc	Sri Ram Centre for Industrial Relations
Alternative Designs of Human Organisation	De Nitish	London, Sage publication
Organisation Development	French, W. H. and Bell	Prentice Hall of India
Organisation Development	Amitabh Mehta	Global India Publications
Organisation Change and Development	Kavita Singh	Pearson
Organization Development Theory, Practice and Research,	French, W H	Universal Book Stall
An Experiential Approach to Organisation Development	Harvey D. F. and Brown D. R	Prentice Hall Inc.
Consulting Styles	SinhaDharani P. etc	Vision

## OHR-304 STRATEGIC & GLOBAL HUMAN RESOURCE MANAGEMENT

### Objectives

Distinguish the strategic approach to human resources from the traditional functional approach. Understand relationship of HR strategy with overall corporate strategy. Look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks. To be more sensitive to cross-cultural issues and understanding of international approaches in dealing people in organizations.

### Course Contents:

Module 1	Business Strategy and Organizational Capability SHRM: Aligning HR with Corporate Strategy SHRM: Universalistic, Contingency and Configurational Approaches
Module 2	Strategic HR Planning Acquisition and Development Change, Restructuring and SHRM Valuating the Effectiveness of SHRM
Module 3	Concept of global HRM Global Environment of HR <b>HR challenges faced by MNCs in India</b>
Module 4	International Recruitment and Selection <b>Indian expatriates-overview</b> Cultural Factors/Issues in Performance Management Developing International Staff and Multinational Teams.
Module 5	Managing Global, Diverse Workforce HR/IR issues in MNCs and Corporate Social Responsibility.

### Reference:

Book Title	Author	Publisher
Strategic Human Resource Management	<b>Tanuja Agarwal</b>	Oxford University Press
Strategic Human Resource Management – A Indian Perspective	<b>Anuradha Sharma</b> <b>Aradhana Khandekar</b>	Response books
Strategic Management Concepts and Cases	Peter Wright et al	Prentice Hall
Strategic Human Resource Management	Jeffrey A. Mello	Thomson
International Human Resource Management	Peter J. Dowling	South Western
International Human Resource Management	<b>P L Rao</b>	Excel Books
International HRM	<b>K Aswathappa</b>	Tata Mcgrow Hill

## **4. PRODUCTION AND OPERATION MANAGEMENT**

### **OP&O-301 : APPLIED OPERATION RESEARCH**

#### **Objective:**

The course is designed to present the scope of various quantitative methods with enough specification so that the manager understands the reasoning behind the methods and is able to interpret their results.

#### **Contents:**

Linear programming , Formulation of linear optimization Models , Simplex and Transportation models ,Sensitivity testing and duality , Dynamic programming and its applications , Integer programming and combination models , Network analysis , Shortest route and other network models , waiting lines and its applications , simulation and its applications , goal programming and its application to business .

Growth of urbanization and problems of transportation ; Transport challenges and limitations ; Government activities in transportation ,Transportation systems-Planning, Operation ; Transportation Modes and their selection ,sequential Travel demand forecasting models ,Future developments in transportation ; Motor vehicle Act 1988 and its impact on urban transport system ; Emission norms.

#### **Reference:**

1. Gupta M P ,and Sharma J K , Operations research for management . New Delhi , latest edition
2. Sharma J K , Operations research : Theory and Applications , New Delhi , Macmillan India , latest edition
3. Kapoor V K , Operations research , new Delhi , sultan chand publications , latest edition
4. Gupta M P .Metropolitan Transportation system , New Delhi , national 1983
5. Dickey J.W Metropolitan Transportation Planning New Delhi , Tata McGraw Hill , Latest edition .

## **OP&O- 302 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

### **Objectives:**

- Developing an understanding of the significance of logistics and supply chain management to achieve effective supply and distribution management.
- Develop a capacity for analyzing supply chain problems on a functional, business and company-wise basis.
- Become acquainted with the realities of operating different types of production/distribution firms.

### **Course:**

- Introduction to supply chain management (SCM), (Evolution of SCM, Functional integration of logistics and operations, Coordination of material, financial and information flows)
- Performance Measures for SCM
- Issues in marketing and customer service  
... (Efficient customer response
- Planning for Uncertainty
- Product Costing for Uncertainty
- Forecasting Issues in Supply Chain Management
- Network Modeling & Strategic Lead Time Management
- Product and Process Design for SCM
- Order Processing and Inventory Control for SCM
- Transportation and Third Party Logistics
- From Vertical Integration to Virtual Integration
- SCM and Information Technology
- Transiting from Made-To-Stock to Build-To-Order
- Inter-firm Integration: Implementation Issues
- Supply Chain Management in the Indian Environment

### **Reference:**

1. Bhatt Sridhar ,” Essentials of logistics and supply chain management “ , Himalaya publishing House, 2007
2. D Simchi-Levi, P Kaminsky and E Simchi-Levi; Designing & Managing the Supply Chain; McGraw-Hill/Irwin, 2002.\*
3. Chopra, S. and Meindl, P, Supply Chain Management: Strategy, Planning and Operation, Pearson Education Asia, 2001.
4. Shapiro, J. S., Modeling the Supply Chain, Duxbury Press, 2001.
5. Magee, J.F., Copacino, W.C. and Rosenfield, D.B., Modern Logistics Management, Wiley, New York, 1995.
6. Dornier, P., Ernst, R., Fender M. and Kouvelis, P., Global Operations and Logistics: Text and Cases, Wiley, New York, 1998.
7. Tayur, S., Ganeshan, R. and Magazine, M., Quantitative Models for Supply Chain Management, Kluwer Academic Publishers, 1999.

## **OP & O - 303 :PRODUCTION PLANNING AND CONTROL**

### **Objectives :**

This course is meant to familiarize the students with various techniques useful for production planning and control.

### **Contents :**

Introduction to PPC , Basic Approaches to aggregate production scheduling , quantitative approaches to Aggregate Planning , Evaluation of Decision system and Rules for aggregate planning , Aggregate Production Inventory Policies ,Materials Requirement Planning , Batch planning and shop Loading , Safety stock policies , Mass production Flow line design system , Order delivery and Production control ,Job scheduling – Flow Shop , Job shop scheduling .

World Class Manufacturing environment ,Imperatives for success in Technology ,System approach in change in mind set ,Strategic decisions in manufacturing management ,Technology principles advocated by Eliyahn Goldfratt.

### **Reference:**

- 1.Burbidge , John L Principles of Production Control . London , Donald and Evans , latest edition
- 2.Caubang Ted C , Readings on Production Planning and Control . Geneva ILO
- 3.Greene , James H , Production and Inventory control Handbook , New York ,McGraw Hill , latest edition .

## **OP & O – 304 : TOTAL QUALITY MANAGEMENT**

### **Objectives :**

The objective of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ ) From design assurance to service assurance ; to give emphasis on international quality certification systems – ISO 9000 and other standards and their applicability in design , manufacturing ,quality control and services , to closely interlink management of quality , reliability and maintainability for total product assurance to focus on quality of services in contemporary environment .

### **Contents :**

Basic concept of Total quality (TQ) , Evolution of Total quality management ; Components of TQ loop, Conceptual approach to S.Q.C , Acceptance sampling and inspection plans , statistical process control ,Process capability studies ,Humanistic aspects of TQM, Management of QC and Z.D .Programmers ,Quality Improvement teams ; Q-7 tools ; Fault Tree Analysis ,Quality costs ,Taguchi loss Function , Functional linkages of quality with Reliability and maintainability analysis ;( FTA/FMEA)and optimum maintenance decisions ; Total Productive maintenance ( TPM) ; Quality audits ,Lead assessment and ISO – 9000 standards ; Marketing aspects of T.Q ; Total quality of services ; Total quality and safety ;Six Sigma .

### **Reference:**

1. Carruba, Eugene R and Gorden, Ronald D. Product Quality Principles: Integrating Design Assurance and Quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leavenworth, Richards. Statistical Quality Control, McGraw Hill, New York, 1991.
3. Ireson, W. G. and Coombas, C.P. Handbook of Reliability Engineering and Management, New York, McGraw Hill, 1988.

## SEMESTER-IV

### COMPULSORY COURSES

#### CP-401 MANAGEMENT CONTROL SYSTEMS

**Course Objectives:** Every organization is meant for achieving pre-set goals and objectives. Well thought-out strategies are being implemented for this purpose. Execution of these strategies assumes as much importance as formulation itself. Management control systems are designed in order to implement these strategies successfully. The process of implementation of the strategies and the dilemma faced by managers are the main focus of this course. It envisages strategic planning, budgeting, resource allocation, performance measurement, evaluation and reward / responsibility centre allocation. Thus, the main objective of this course is to equip the students with skills for effective implementation of strategies and resolving the attendant problems.

#### Course Contents:

Module No.	Module / Sub-Modules
I	<b>Introduction to Management Control System and the Environment of Management Control:</b> Introduction to Management Control Systems and Management Control Environment, Strategies and Strategic Planning Control, Goals-Strategies – Structures and Control, Key variables / Strategic Success Factors and Control Indicators.
II	<b>The Structure of Management Control System:</b> Responsibility Centers and Management Control: Investment Centre, Expense and Revenue Centre and Profit Centre
III	<b>Tools and Management Control System:</b> Information System as Support to Management Control, Management Information System – Goals, Inputs and Outputs of MIS, Management Information Value chain – Decision Support Systems, Decision Making System, Expert System, Executive Information System Performance Measurement, Controls for Differentiated Strategies, Modern Control Methods
IV	<b>Budget as an Instrument of Control:</b> Process of budgeting, Performance Budgeting, Zero Based Budgeting, Analysis of Budget Variance for Control
V	<b>Management Control Systems for Different Organization:</b> Management Control in non-profit organization, Development of Programmes and Producer's Organizations, MNCs, Service Organizations and Projects.

#### Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Robert Anthony and Vijay Govindarajan	Management Control System	TMH	Latest Edition
T2	Pradip Kumar Sinha	Management Control System	Excel	Latest Edition
T3	N. Ghosh	Management Control System	PHI	Latest Edition

#### Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	Ravi Kishor	Cost Management	Taxman	Latest Edition
R2	Kenneth A. Merchant	Modern Management Control Systems	Pearson	Latest Edition
R2	Joseph A. Maciariello and Calvi J. Kirby	Management Control Systems	PHI	Latest Edition
R3	Saravanavel	Management Control Systems	Himalaya	Latest Edition
R4	Ravindhra Vadapalii	Management Control Systems	Excel	Latest Edition
R5	R.S. Aurora & S. R. Kale	Management Control Systems	Jaico	Latest Edition
R6	Subhash Sharma	Management Control Systems	Tata McGraw Hill	Latest Edition

**Course Objectives:** The financial Services include both the banking and non-banking services either based on fees or assets / funds. The content of this course is designed to provide basic understanding of the working of Indian Financial systems and provide insight into the banking financial services. The specific objective of the course include:

- To familiarise the students with Indian financial systems.
- To equip the students with the theoretical and practical knowledge of different banking financial services.
- Various functions associated with banking insurance activities
- Practice and procedures relating to various banking business.

**Course Contents:**

Module No.	Module / Sub-Modules
I	<b>Introduction to Indian Financial System:</b> Current Scenario of financial sector in Indian Economy, Introduction to different markets: Money and capital markets, Network of financial institution in India, Financial Products in money market – Commercial Paper, Certificate of Deposits and T-bills, Anti-Money Laundering (AML) and Know Your Customer (KYC) Norms – International Best Practices and Guidelines for Indian Banks.
II	<b>Banking Financial Institutions &amp; Regulatory Authorities:</b> Commercial Banks, Co-operative Banks, Universal Banking, Export Oriented Financial Institutions – EXIM Bank, Agriculture Oriented Financial Institutions - NABARD, Insurance Sector Financial Institutions, Bancassurance, Housing Finance Institutions and Non-banking Financial Institutions, Reserve Bank of India
III	<b>Banks Financial Statements:</b> Basic Concept – Bank Liabilities, Banks Assets, Loan and Advances, Contingent Liabilities , the Income Statement. Financial Statements of Banks Operating in India Analysing Bank’s Financial Statements Key Performance Indicators for banks
IV	<b>Financial Services:</b> Factoring, Forfeiting, Securitization, Mutual Funds in India, Merchant Banking Services, Credit Rating and Credit cards, Crowd Funding
V	<b>High Tech Banking:</b> E- Payment Systems and Electronic Banking, Electronic Clearing System, Electronic Fund Transfer, Digital Banking

**Basic Text Books:**

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	E. Gordon & Dr. K. Natarajan	Financial Markets and Services	Himalaya Publishing House	Latest Edition
T2	Bharati V. Pathak	The Indian Financial System – Markets, Institutions and Services	Pearson	Latest Edition
T3	V . A. Avdhani	Financial Services in India	Himalaya	Latest Edition

## Reference Books

<b>Sr. No.</b>	<b>Author/s</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Nalini Prava Tripathy	Financial Services	Prentice Hall of India Private Limited	Latest Edition
R2	Justin Paul & Padmalatha Suresh	Management of Banking and Financial Services	Pearson	Latest Edition
R3	Dr. K. Ravichandran	Merchant Banking and Financial Services	Himalaya Publishing House	First Edition 2008
R4	R. M. Sirvastava & Divya Nigam	Management of Indian Financial Institutions	Himalaya Publishing House	Latest edition
R5	Dr. S. Gurusamy	Merchant Banking & Financial Services	Thomson	Latest Edition
R6	Vasant Desai	Financial Markets and Financial Services	Himalaya Publishing House	Latest Edition
R7	Clifford Gomez	Financial markets Institutions and Financial Services	PHI	Latest Edition
R8	Anil Agashe	Financial Services, Markets and Regulations Financial Services	Himalaya Publishing House	Latest Edition
R. 9	Dr. R. Shanmugham	Financial Services	Wiley	Latest Edition
R 10	H R Machiraju	Indian Financial System	Vikas	Latest Edition

## OPTIONAL COURSES

### 1. FINANCE & ACCOUNTING GROUP

#### OF&A-401 INTERNATIONAL FINANCIAL MANAGEMENT

##### Course Objectives:

- To acquaint the Participants/Students with an overview of International Financial System.
- Understanding Short and Long Term Capital Requirements of Multinational Corporations
- To acquaint with Euro currency market
- To provide understanding on management of International Tax
- To provide Perspective on Political Risk and country Risk

##### Course Contents:

Module No.	Module / Sub-Modules
I	Multinational Financial Management-An Overview Evolution the international Management and Financial System The Crash of 1994-96 and Beyond International Capital Market movement and Trend
II	Managing short term assets and liabilities - Short term financing Financing foreign trade Current Assets Management Managing Multinational Financial System Long Term Investment Decision Foreign Direct Investment Multinational Capital Budgeting Application and Interpretation
III	Cost of Capital and Capital Structure of the Multinational Firm Dividend policy of the multinational firm
III	Introduction and Features of International Bond Markets, New Instruments in International Capital Markets Syndicated Euro-credits New Issue Procedures in the Eurobond Markets GDR – ADR
IV	Taxation of the Multinational Firm Accounting Standard - AS - 21 and AS - 110
V	Political and Country Risk International Banking and Country Risk

##### Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
1	Shapiro A.C.,	Multinational Financial Management	Wiley	10 <sup>th</sup> Edition
2	Apte. P.G.,	International Financial Management.	Tata-Mcgraw Hill	Latest Edition
3	Madura Jeff	International Financial Management.	Cengage Learning	10 <sup>th</sup> Edition
4	Buckley Adrian,	Multinational Finance,	Prentice hall of India, New Delhi,	Latest Edition
5	Abdullah, F.A.	Financial Management of the Multinational Firms,	Englewood Cliffs, New Jersey,	Latest Edition
6	Levi, Maurice D.	International Finance	Tata McGraw-Hill publication company Ltd, New Delhi	Latest Edition
7.	Madhu Vij	International Financial Management.	Excel	Latest Editon

## OF&A-402: CORPORATE RESTRUCTURING AND STRATEGIC FINANCE

No.	Module Contents
1	Business Challenges for the liberalized Indian economy -Structural Analysis of Industries -Fundamentals of Strategic Management -Strategic Management in India- a Historical approach -Generic Competitive Strategy
2	<b>Introduction To Corporate Restructuring.</b> - Forms of restructuring business firms. ( <b>Ch. 1 Weston</b> ) - Types of Mergers and their characteristics. - Theories of Mergers and Tender offers - Sell- Offs and Divestitures - <b>Going private and Leveraged Buyouts as a financial strategy.</b> (Including MBOs) - Share repurchases and Exchanges as a financial strategy
3	Financing & Dividend Decisions as Strategic planning tools 1. Theory of Capital Structure, Making Capital Structure Decisions 2. Dividends as a Financial Policy (Including Models).
4	Investment and Valuation 1. Capital Budgeting Decisions under conditions of certainty 2. Valuation of Companies
5	1. ESOPs as a financial strategy for increasing shareholders wealth 2. Shareholders' Value and Corporate Governance 3. Financial Engineering as a tool to develop financial strategy Indian Case Studies

### References:

- 1) Sharma Subhash (2006), Management in New Age: Western Windows, Eastern Doors, New Age International Publishers.
- 2) Boeh, K. K., & Beamish, P. W. (2008). Mergers And Acquisition-Text and Cases. New Delhi: Sage Publications India Pvt. Ltd.
- 3) Carney, W. J. (2009). Essentials of Mergers and Acquisitions. New York: Aspen Publishers.
- 4) H.R.Machiraju. (2008). Mergers, Acquisitions and Takeovers. Delhi: New Age International (P) Ltd. Publishers.
- 5) Humphrey, J., Kaplinsky, R., & Saraph, P. V. (1998). Corporate Restructuring. New Delhi: Response Books.
- 6) Pandey, I. (2006). Financial Management (9th ed.). New Delhi: Vikas Publishing House Pvt. Ltd.
- 7) Porter, M. E. (1985). Competitive Advantage-Creating and Sustaining Superior Performance. New York: The Free Press.
- 8) Rajinder Aurora, K. S. (2011). Mergers and Acquisitions. Oxford University Press.
- 9) Ray, K. G. (2011). Mergers and Acquisitions- Strategy, Valuation and Integration. PHI Learning Pvt. Ltd.
- 10) **Weston, J. F., Chung, K. S., & Hoag, S. E. (2007). Mergers, Restructuring, And Corporate Control (2007 ed.). New Delhi: Prentice Hall of India Private Ltd.**
- 11) Weston, J. F., Mitchell, M. L., & Mulherin, J. H. (2009). Takeovers, Restructuring and Corporate Governance. New Delhi: Dorling Kindersley (India) Pvt. Ltd.
- 12) Strategic Planning for Formulation of Corporate Strategy – V. S. Ramaswamy & S. Namakumari (Macmillan India Ltd, Delhi)
- 13) Financial Management and Policy- V.K. Bhalla (Anmol Publication)
- 14) Financial Engineering – Marshal & Bansal (PHI)

## **2. MARKETING GROUP**

### **OMK-401 SALES & SUPPLY CHAIN MANAGEMENT**

#### **MODULE 1**

Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Personal selling process —negotiation, customer relationship management;

Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes;

#### **MODULE 2**

Designing and Administering Compensation Plans; Supervision of Sales men; Motivating Sales Personnel; Sales Meeting and Contests;

Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales cost and Cost Analysis.

#### **MODULE 3**

Distribution, Logistics, supply Chain Management-their role in Marketing.

Physical Distribution & Sales Transportation & Physical Distribution Elementary aspects of transportation, modes of transportation, transportation costing in relation to Marketing Transportation pricing & carrier liability.

#### **MODULE 4**

Marketing Channels & Distribution Management. Significance of marketing channels in Physical Distribution, factors influencing selection of channels, channels for new products, evaluating channel performance,

Physical distribution information centre packaging testing; Costs in physical distribution. Distribution Audit Organizational patterns in marketing channels

#### **MODULE 5**

Vertical marketing systems, Conventional-marketing channels, Voluntary & Co-operative group, franchise systems.

Channels management by channel participants Channel management by manufacturers, wholesalers, retailers, Joint channels management through partnership

#### **REFERENCES:**

1. Still, Cundiff and Govoni, Sandeep Puri; Sales Management of —Decisions, Strategies and cases. New Delhi — Prentice Hall.
2. Taff C.A.: Management of Physical Distribution and Transportation: Homewood-Richard D. Irwin.1978.
3. Janak Shah; Supply Chain Management. Text and cases; Pearson

## OMK-402 MANAGEMENT OF RETAIL BUSINESS

**Course Objectives:** The retail sector is undergoing a transformation. In the wake of the various challenges it faces like changing consumer behaviour, increased pace of e-commerce, and multichannel shopping; new business models are evolving. Big data and analytics, harnessing technology and managing supply chain operations to meet the ever evolving demands of the value conscious and digitally connected consumers has become imperative for the retailers. To provide basic understanding of the concepts and principles involved in retail business management and to help develop analytical skills towards resolution of problems in the retail sector.

### Course Contents:

Module No.	Module / Sub-Modules
I	<p><b>Understanding Retailing and the retailing environment</b></p> <ul style="list-style-type: none"><li>• What is retailing? Concept of Organized Retailing, unorganized retailing in India, Vertical Marketing System, <b>Virtual stores, AI and customer engagement</b></li></ul> <p><b>Retail Store Formats</b></p> <ul style="list-style-type: none"><li>• Classification based on types of Ownership, Merchandise stored, Pricing Strategy, Multi channel Retailing, Destination Stores and Parasite Stores</li><li>• <b>E-tailing</b></li></ul> <p><b>Readings: Flipkart: Heraldng Indian E-Commerce- Bhatia P.S. <i>Fundamentals of Digital Marketing</i>, Pearson, Noida, pp1-3</b></p> <p><b>Retail Buying Behaviour</b></p> <ul style="list-style-type: none"><li>• Buying behaviour in retailing context, Social and Cultural Group Influence, Types of Buying Decisions</li></ul> <p><b>Readings: Google India: From Keyboard to Alphabet- Bhatia P.S. <i>Fundamentals of Digital Marketing</i>, Pearson, Noida, pp81-83</b></p>
II	<p><b>Retail Strategy</b></p> <ul style="list-style-type: none"><li>• Segmenting, Targeting, Positioning, Retail Mix, Sustainable Competitive Advantage, Growth Strategy</li></ul> <p>Reading: Sharma Subhash (2016) <b>New Ideas in Strategic Thinking &amp; Management: A Knowledge Tree of New Age Mantras</b>, New Delhi, New Age International (P) Ltd., pp 85-96</p> <p><b>Merchandise Planning and Management</b></p> <ul style="list-style-type: none"><li>• Decisions pertaining to Variety &amp; Assortment, Category Management, <b>Category captains</b>, National Brand, Local Brands, Private Labels</li></ul> <p><b>Pricing Strategies for Retail Business</b></p> <ul style="list-style-type: none"><li>• Elements of Retail Price, Determining the Price, Retail Pricing Policies / Strategies, <b>Dynamic Pricing</b></li></ul> <p><b>Readings: Twitter India: Monetizing Communication- Bhatia P.S. <i>Fundamentals of Digital Marketing</i>, Pearson, Noida, pp155-157</b></p>
III	<p><b>Retail Store Location</b></p> <ul style="list-style-type: none"><li>• Retail Store Locations, Traffic Flow Analysis/ Techniques for Demand Analysis</li></ul> <p><b>Retail Marketing and Communication</b></p> <ul style="list-style-type: none"><li>• The Retail Communication Mix, Integrated Marketing Communication (IMC)</li></ul> <p><b>Readings: Times Internet The Voice of News- Bhatia P.S. <i>Fundamentals of Digital Marketing</i>, Pearson, Noida, pp 200-202</b></p>
IV	<p><b>Supply Chain Management and Human Resource Management</b></p> <p>Reading-Kannabiran and Bhaumik, <i>Corporate Turnaround through effective supply chain management: the case of leading jewellery manufacturer in India</i>, <b>Supply Chain Management: An International Journal</b>, 10/5 (2005) pp 340-348</p>

	<p><b>Loyalty and Relationship Marketing:</b></p> <ul style="list-style-type: none"> <li>• Retail Store Image, and Store Loyalty</li> <li>• CRM and Customer Loyalty</li> </ul>
V	<p><b>Franchising</b></p> <ul style="list-style-type: none"> <li>• Concept of Franchising, Basics of Franchising, Franchising in India</li> </ul> <p><b>Recent Trends in Retailing</b></p>

**Case Study/Readings:**

1. **Shopper's Stop: Building a Retail Brand-** Pradhan, Swapna, *Retailing Management: Text & Cases*, Tata-McGraw Hill, New Delhi pp 549-562
2. **Big Bazaar: The Route to the Indian Mass Market-** Pradhan, Swapna, *Retailing Management: Text & Cases*, Tata-McGraw Hill, New Delhi pp593-602
3. **Shiny Provision Store: Retailing Challenges in the Indian Context-** Kumar Ramesh S., *Case Studies in Marketing Management*, Pearson
4. **Louis Vuitton in India-** Kumar Ramesh S., *Case Studies in Marketing Management*, Pearson
5. **Gili: The making of a Super Brand-** Pradhan, Swapna, *Retailing Management: Text & Cases*, Tata-McGraw Hill, New Delhi pp 585-592
6. **Indian Beauty Business: A Focus on Shahnaz Husain,** Jauhari V. And Dutta K. *Services: Marketing, Operations, and Management*, Oxford University Press, Gurgaon, pp198-206
7. **Filpkart.com-Shopping ka Naya Address,** Ahuja V. *Digital Marketing*, Oxford University Press, New Delhi, pp269-270
8. **Starbucks and Social Media-Striking a Chord with the Indian Consumer,** Ahuja V. *Digital Marketing*, Oxford University Press, New Delhi, pp 161-162
9. **Shopping Malls in India: Survival of the Fittest-** Pradhan, Swapna, *Retailing Management: Text & Cases*, Tata-McGraw Hill, New Delhi pp581-584
10. **Fast Food Retailing in India: Raising the Quality Bar,** Pradhan, Swapna, *Retailing Management: Text & Cases*, Tata-McGraw Hill, New Delhi pp522-534

**Suggested References:**

1. Pradhan, Swapna, *Retailing Management: Text & Cases*, Tata-McGraw Hill, New Delhi.
2. Levy, Michael and Barton A. Weitz, *Retailing Management*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. Berman, Berry and Evans, 9<sup>th</sup> edition, *Retail Management: A Strategic Approach*, Pearson Education
4. Nair, Suja, R., *Retail Management*, Himalaya Publishing House, Mumbai.
5. Sinha, P. K. and D. P. Uniyal, *Managing Retailing*, Oxford University Press
6. Stern – El- Ansary *Channel Management*, Prentice-Hall Ltd.
7. Sidhpuria M.V. *Retail Franchising*, Tata McGraw Hill, New Delhi
8. Gibson G. Vedamani *Retail Management*, Jaico Publishing House
9. Bajaj C., Tuli R., and Srivastava N.V. *Retail Management*, Oxford University Press

### 3. HUMAN RESOURCE MANAGEMENT

#### OHR-401 CONTEMPORARY DEVELOPMENTS IN HRM

**Objective:** The subject will provide students insight of current developments in the stream of Human Resource Management. It will also enhance student's knowledge related to current issues related to HRM.

#### Course Content:

Module 1	HR issues in Mergers & Acquisitions HRM in service sector <b>HRM in MSME sectors of India</b>
Module 2	Virtual organizations and HR Issues Human resource information systems HR matrix and analytics
Module 3	<b>Work life balance with Indian Perspective</b> Quality of work life and productivity Executive Compensation
Module 4	Managing Diversity at workplace HR outsourcing <b>Occupational health hazards in Indian industries and HRM</b>
Module 5	Counseling skills for managers Organizational Justice Emotional Intelligence

#### Reference Books

Book title	Authors	Publisher
Human Resource and Personnel Management	<b>Aswathappa, K.</b>	Tata McGraw Hill
Hrm Aspects in the Context of Mergers and Acquisitions (M&A)	Sven Brueninghaus, Kai Karsten, and Bodo Schaefer	Grin Verlag
Counseling for Managers	<b>Sing Kavita</b>	PHI Learning Pvt. Ltd.
Managing Diversity at Workplace	<b>RadhaKanwal Sharma</b>	Arcler Education Inc
Gaining Competitive Advantage Through Hrm Practices in Service Sector	<b>Vinod Singh, TarunSinghal</b>	LAP Lambert Academic Publishing
Emotional Intelligence	Daniel Goleman	Bloomsbury Publishing India Private Limited
Occupational Health Hazards and Remedies	<b>R. Mohapatra</b>	JPB

## OHR-402 LABOUR LAWS

### Objectives:

The objective of this course is to develop an understanding of various labour laws necessary for effective management of labour force.

### Course Contents:

Module 1	The Employees' Compensation Act, 1923 The Payment of Gratuity Act, 1972 The Equal Remuneration Act, 1976
Module 2	The Minimum Wages Act, 1948 The Payment of Wages Act, 1936 The Payment of Bonus Act, 1965
Module 3	The Employees' Provident Funds and Miscellaneous Provisions Act, 1952 The Employees' State Insurance Act, 1948 The Maternity Benefit Act, 1961
Module 4	The Contract Labour (Regulation and Abolition) Act, 1970. The Child Labour (Prohibition and Regulation) Act, 1986
Module 5	The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959 Shops and Commercial Establishments Act (Gujarat State

### Reference:

Book Title	Author	Publisher
A text Book of Industries Law	<b>R.C. Chawla&amp; K.C. Garg</b>	Kalyani Publishers
Industrial Law	<b>S.N.Mishra</b>	Allah bad Law Agency
Industrial Law	<b>P.L. Malik</b>	Eastern Book Company
Text Book of Labor and Industrial Laws	<b>V.N. Pandey</b>	Eastern Book Company
Dynamics of Industrial Relations	<b>C. B. Mamoria, Satish Mamoria and S.V. Gankar</b>	Himalaya Publishing House
Labour& Industrial Law	<b>S. N. Misra</b>	Central Law Publication

## **4. PRODUCTION & OPERATION MANAGEMENT**

### **OP&O -401 PURCHASING AND MATERIALS MANAGEMENT**

#### **Objective:**

The key objective of this course is to acquaint the students with decision – making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations. Cost reduction techniques in pre-purchase, purchase and post purchase systems; Modern material planning and delivery systems like MRP and JIT and material handling and logistics and systems.

#### **Contents :**

Role of purchasing and materials management – Objectives , Organization and interrelationships, determination and description Of material quality ,Material planning in Push and Pull system , MRP and JIT ;Determination and description of material quality – Receiving and Incoming quality inspection, Acceptance sampling plans , Vendor process capability ,Cost reduction techniques , Standardization, simplification & variety reduction ; value analysis and engineering, Make or buy decisions, Purchasing research, Source of supply , Price determination and Negotiation , Vendor rating , selection and Development ,Legal aspects of purchasing , public purchasing and Tendering , International purchasing – procedures and Documentation, Purchasing of capital equipment – Appraisal methods , evaluating suppliers efficiency ,stores layout, classification and codification ; material logistics ,warehousing management , Material Handling , Traffic and Transportation , Disposal of scraps ,surplus and obsolete materials , Inventory control of spare parts, Materials Information system .

#### **Reference:**

1. Ansari A. and Modarress B. JIT Purchasing, new York, Free Press, 1990.
2. Baily P. etc. Purchasing Principles and Management, London, Pitmann, 1994.
3. Burt, David N. Proactive Procurement. Englewood Cliffs, New Jersey, Prentice Hall Inc.1994.
4. Dobler, D.W. etc. Purchasing and Material Management, New York, McGraw Hill, 1990.

## **OP&O -402 SERVICE OPERATION MANAGEMENT**

### **Objectives :**

The key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy in India.

### **Contents:**

Matrix of service characteristics ,Challenges in operations management of services ;Aggregate capacity planning for service ;Facility location and layout for services ; Job design – Safety and physical environment , effect of automation ;Operations standards and work measurement ; Measurement and control of quality of services ;Dynamics of service delivery system ; Scheduling of services personnel and vehicles ; waiting line analysis ; Distribution of services ;product support services ;Maintenance of services ; Inventory control for services ; Case studies on professional services .

### **Reference:**

- 1.Collier david A , Service management :Operating decisions .Englewood cliffs, new jersey, Prentice Hall Inc , latest edition
- 2.Fitzsimmons ,James A ,and Sullivan ,Robert S. Service operations management ,New York, Mcgraw Hill
- 3.heskett ,James L,Service breakthroughs-changing the rules of the Game .New York , Free press, latest edition
4. Murdiek ,R G .Service operations management .Boston Allyn and bacon , latest edition

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**  
**Credit Based System (CBS)**  
**The Scheme of Courses in Different Semesters of**  
**Three Year MBA (Evening) Programme**

**SEMESTER-I**

CP-101	Organizational Behaviour
CP-102	Managerial Accounting
CP-103	Principles of Management
CP-104	Business Communication and Soft Skills
CP-105	Business Information Systems

**SEMESTER-II**

CP-201	Marketing Management
CP-202	Financial Management
CP-203	Human Resource Management
CP-204	Production and Operations Management
CP-205	Business Environment

**SEMESTER-III**

**COMPULSORY COURSES**

CP-301	Business Policy and Strategic Management
CP-302	Global Business Management
CP-303	Business Laws
CP-304	Quantitative Methods
CP-305	Managerial Economics

**SEMESTER-IV**

**COMPULSORY COURSES**

CP-401	Management Control Systems
CP-402	Management of Financial Institutions & Services
CP-403	Research Methodology in Business
CP-404	Entrepreneurship and New Venture Management

**SEMESTER V**

**OPTIONAL COURSES**

**1. FINANCE & ACCOUNTING GROUP**

OF&A-501	Investment Management
OF&A-502	Foreign Exchange Management
OF&A-503	Financial Derivatives
OF&A-504	Corporate Taxation & Financial Planning

**2. MARKETING GROUP**

OMK-501	Consumer Behaviour and Marketing Research
OMK-502	Integrated Marketing Communication
OMK-503	Marketing of Services
OMK-504	Digital Marketing

### **3. HUMAN RESOURCE MANAGEMENT**

- OHR-501 Human Resource Development and Talent Management
- OHR-502 Labour Management and Industrial Relations
- OHR-503 Organizational Development & Change Management
- OHR-504 Strategic & Global Human Resource Management

### **4. PRODUCTION AND OPERATION MANAGEMENT**

- OP&O-501 Applied Operation Research
- OP&O-502 Logistics and Supply Chain Management
- OP&O-503 Production Planning and Control
- OP&O-504 Total Quality Management

## **SEMESTER VI**

### **COMPULSORY COURSES**

CP-601 & 602 Project Study (Equivalent to Two Courses)

### **OPTIONAL COURSES**

#### **1. FINANCE & ACCOUNTING GROUP**

- OF&A-601 International Financial Management
- OF&A-602 Corporate Restructuring and Strategic Finance

#### **2. MARKETING GROUP**

- OMK-601 Sales & Supply Chain Management
- OMK-602 Management of Retail Business

#### **3. HUMAN RESOURCE MANAGEMENT**

- OHR-601 Contemporary Developments in HRM
- OHR-602 Labour Laws

#### **4. PRODUCTION & OPERATION MANAGEMENT**

- OP&O -601 Purchasing and Materials Management
- OP&O -602 Service Operation Management

## **REGULATIONS FOR MBA (EVENING) PROGRAMME**

Regulations for MBA (Evening) Programme pertaining to Internal Assessment, University Examinations, Promotion to next higher Semesters and award of Degree and Class.

### **R.M.B.A. (Evening) -1**

The candidate for Semester-1 Examinations of M.B.A. (Evening) will be examined in the following papers:

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				External Exam	Internal Assessment	
CP101	Organizational Behaviour	4	4	70	30	100
CP102	Managerial Accounting	4	4	70	30	100
CP103	Principles of Management	4	4	70	30	100
CP104	Business Communication and Soft Skills	4	4	70	30	100
CP105	Information Technology for Business	4	4	70	30	100
	<b>TOTAL</b>	<b>20</b>	<b>20</b>	<b>350</b>	<b>150</b>	<b>500</b>

\* CPW= Contact per week in hours. 4 hours of CPW will be divided into 3 hours of class room teaching and 1 hour of library / tutorials etc. (equivalent to one hour of class room teaching)

### **R.M.B.A. (Evening) –2**

The candidates for Semester-II Examination for M.B.A. (Evening) will be examined in the following Papers:

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				External Exam	Internal Assessment	
CP201	Marketing Management	4	4	70	30	100
CP202	Financial Management	4	4	70	30	100
CP203	Human Resource Management	4	4	70	30	100
CP204	Production and Operations Management	4	4	70	30	100
CP205	Business Environment	4	4	70	30	100
	<b>TOTAL</b>	<b>20</b>	<b>20</b>	<b>350</b>	<b>150</b>	<b>500</b>

### R.M.B.A. (Evening) –3

The candidates for Semester-III Examination for M.B.A. (Evening) will be examined in the following Papers:

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
CP301	Business Policy and Strategic Management	4	4	70	30	100
CP302	Global Business Management	4	4	70	30	100
CP303	Business Laws	4	4	70	30	100
CP304	Managerial Economics	4	4	70	30	100
CP305	Quantitative Methods	4	4	70	30	100
	<b>Total</b>	<b>20</b>	<b>20</b>	<b>350</b>	<b>150</b>	<b>500</b>

### R.M.B.A. (Evening) –4

Candidate for Semester IV examination for the MBA (Evening) will be examined in following courses.

#### **SEMESTER-IV** **COMPULSORY COURSES**

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
CP-401	Research Methodology in Business	4	4	70	30	100
CP-402	Entrepreneurship and New Venture Management	4	4	70	30	100
CP-403	Management Control Systems	4	4	70	30	100
CP-404	Management of Financial Institutions & Services	4	4	70	30	100
	<b>Total</b>	<b>16</b>	<b>16</b>	<b>280</b>	<b>120</b>	<b>400</b>

### R.M.B.A. (Evening) –5

\* A Candidate has to choose any one of Four Optional Groups of specialization in which the Department offers courses in a given year depending upon the discretion of the Department and has to undergo 4 Optional courses in Semester-V, and 2 Optional Course in Semester-VI.

Candidate for Semester - V examination for the MBA (Evening) will be examined in following courses.

**OPTIONAL COURSE****FINANCE & ACCOUNTING GROUP**

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OF&A-501	Investment Management	4	4	70	30	100
OF&A-502	Foreign Exchange Management	4	4	70	30	100
OF&A-503	Financial Derivatives	4	4	70	30	100
OF&A-504	Corporate Taxation and Financial Planning	4	4	70	30	100
	<b>Total</b>	<b>16</b>	<b>16</b>	<b>280</b>	<b>120</b>	<b>400</b>

**MARKETING GROUP**

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OMK-501	Consumer Behaviour and Marketing Research	4	4	70	30	100
OMK-502	Integrated Marketing Communication	4	4	70	30	100
OMK-503	Marketing of Services	4	4	70	30	100
OMK-504	Digital Marketing	4	4	70	30	100
	<b>Total</b>	<b>16</b>	<b>16</b>	<b>280</b>	<b>120</b>	<b>400</b>

**HUMAN RESOURCE MANAGEMENT GROUP**

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OHR-501	Human Resource Development and Talent Management	4	4	70	30	100
OHR-502	Labour Management and Industrial Relations	4	4	70	30	100
OHR-503	Organizational Development & Change Management	4	4	70	30	100
OHR-504	Strategic & Global Human Resource Management	4	4	70	30	100
	<b>Total</b>	<b>16</b>	<b>16</b>	<b>280</b>	<b>120</b>	<b>400</b>

## PRODUCTION AND OPERATION MANAGEMENT GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OP&O-501	Applied Operations Research	4	4	70	30	100
OP&O-501	Logistics and Supply Chain Management	4	4	70	30	100
OP&O-501	Production Planning and Control	4	4	70	30	100
OP&O-501	Total Quality Management	4	4	70	30	100
	<b>Total</b>	<b>16</b>	<b>16</b>	<b>280</b>	<b>120</b>	<b>400</b>

R.M.B.A. (Evening) –6

Candidate for Semester - VI examination for the MBA (Evening) will be examined in following courses.

### COMPULSORY COURSES

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Project Report	Viva-Voce	
CP - 601 & 602	*Project Study (Equivalent to Two Courses)	8	8	140	60	200
	<b>Total</b>	<b>8</b>	<b>8</b>	<b>140</b>	<b>60</b>	<b>200</b>

\* Project study will start in the beginning of the Fifth Semester while the Report will be submitted and examined at the end of Sixth Semester

\* The Project Report will be evaluated jointly by a board consisting of the internal guide and external examiner to be appointed by the University. The viva-voice examination will also be conducted by the same board.

### OPTIONAL COURSES

#### FINANCE & ACCOUNTING GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OF&A-601	International Financial Management	4	4	70	30	100
OF&A-602	Corporate Restructuring and Strategic Finance	4	4	70	30	100
	<b>Total</b>	<b>8</b>	<b>8</b>	<b>140</b>	<b>60</b>	<b>200</b>

## MARKETING GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OMK-601	Sales & Supply Chain Management	4	4	70	30	100
OMK-602	Management of Retail Business	4	4	70	30	100
	<b>Total</b>	<b>8</b>	<b>8</b>	<b>140</b>	<b>60</b>	<b>200</b>

## HUMAN RESOURCE MANAGEMENT GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OHR-601	Contemporary Developments in HRM	4	4	70	30	100
OHR-602	Labour Laws	4	4	70	30	100
	<b>Total</b>	<b>8</b>	<b>8</b>	<b>140</b>	<b>60</b>	<b>200</b>

## PRODUCTION & OPERATION MANAGEMENT GROUP

Paper No.	Subjects	No. of Credits	CPW	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OP&O-601	Purchasing and Materials Management	4	4	70	30	100
OP&O-602	Service Operation Management	4	4	70	30	100
	<b>Total</b>	<b>8</b>	<b>8</b>	<b>140</b>	<b>60</b>	<b>200</b>

R.M.B.A. (Evening) -7

There will be Continuous Evaluation of the student in Internal Assessment. Internal Assessment in each subject will be of 30 marks and will be divided in to periodical tests (15 marks), Term Papers /Case Analysis / Home Assignments / Field Work / Presentations / Project Work (10 Marks), and Class Participation and Attendance (5 Marks).

R.M.B.A. (Evening) - 8

CRITERIA for PASSING, ATKT and AWARD OF CLASS

As per “Examination Regulations for Undergraduate, Post Graduate and Diploma Programmes’ of Veer Narmad South Gujarat University, Surat circular No. Exam/A/7028/2013 dated 8/8/2013.

R.M.B.A. (Evening) - 9

A candidate having completed the MBA Programme from the Veer Narmad South Gujarat University can be admitted to broad base his/her specialization skills. He/She will be required to study Four (4) courses in Semester-V, and Two (02) Courses in Semester-VI from among the optional group of specialization offered by the Department on the following conditions.

- 1) He/She shall complete the attendance requirements in these courses as per the attendance requirements of regular candidates in each of the two semesters.
- 2) He/She shall be examined in the same manner as regular candidates.
- 3) He/She shall be declared to have passed Semester-V and Semester VI examination as per the requirements contained in R. M.B.A. (Evening) - 8.
- 4) He/She shall have to pay the same category of fees (currently in force) each semester as a regular candidate.
- 5) On completion of additional six optional courses during the Fifth and Sixth Semesters, he/she shall not be awarded another Degree but will be awarded a certificate of passing the course of additional optional group by the Veer Narmad South Gujarat University.

# **VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT**

## **Credit Based System (CBS)**

### **The Scheme of Courses in Different Semesters of Three Year MBA (Evening) Programme**

#### **SEMESTER-I**

CP-101	Organizational Behaviour
CP-102	Managerial Accounting
CP-103	Principles of Management
CP-104	Business Communication and Soft Skills
CP-105	Business Information Systems

#### **SEMESTER-II**

CP-201	Marketing Management
CP-202	Financial Management
CP-203	Human Resource Management
CP-204	Production and Operations Management
CP-205	Business Environment

#### **SEMESTER-III**

##### **COMPULSORY COURSES**

CP-301	Business Policy and Strategic Management
CP-302	Global Business Management
CP-303	Business Laws
CP-304	Quantitative Methods
CP-305	Managerial Economics

#### **SEMESTER-IV**

##### **COMPULSORY COURSES**

CP-401	Management Control Systems
CP-402	Management of Financial Institutions & Services
CP-403	Research Methodology in Business
CP-404	Entrepreneurship and New Venture Management

#### **SEMESTER V**

##### **OPTIONAL COURSES**

###### **1. FINANCE & ACCOUNTING GROUP**

OF&A-501	Investment Management
OF&A-502	Foreign Exchange Management
OF&A-503	Financial Derivatives
OF&A-504	Corporate Taxation & Financial Planning

###### **2. MARKETING GROUP**

OMK-501	Consumer Behaviour and Marketing Research
OMK-502	Integrated Marketing Communication
OMK-503	Marketing of Services
OMK-504	Digital Marketing

###### **3. HUMAN RESOURCE MANAGEMENT**

OHR-501	Human Resource Development and Talent Management
OHR-502	Labour Management and Industrial Relations
OHR-503	Organizational Development & Change Management
OHR-504	Strategic & Global Human Resource Management

#### **4. PRODUCTION AND OPERATION MANAGEMENT**

- OP&O-501 Applied Operation Research
- OP&O-502 Logistics and Supply Chain Management
- OP&O-503 Production Planning and Control
- OP&O-504 Total Quality Management

#### **SEMESTER VI**

##### **COMPULSORY COURSES**

CP-601 & 602 Project Study (Equivalent to Two Courses)

##### **OPTIONAL COURSES**

###### **1. FINANCE & ACCOUNTING GROUP**

- OF&A-601 International Financial Management
- OF&A-602 Corporate Restructuring and Strategic Finance

###### **2. MARKETING GROUP**

- OMK-601 Sales & Supply Chain Management
- OMK-602 Management of Retail Business

###### **3. HUMAN RESOURCE MANAGEMENT**

- OHR-601 Contemporary Developments in HRM
- OHR-602 Labour Laws

###### **4. PRODUCTION & OPERATION MANAGEMENT**

- OP&O -601 Purchasing and Materials Management
- OP&O -602 Service Operation Management

## SEMESTER-I

### **CP-101 ORGANIZATIONAL BEHAVIOUR**

**Course objectives:** Organisation behaviour is the study of human behaviour in the context of organisation. It includes the behaviour of Individuals, group behaviour and the interface with the organizational structure and the organization itself. The subject deals with the complex interaction dealing with the changed parameters of technological and cultural changes. The objective of the subject is to introduce the students with the basic concepts of the subject. The focus of the subject is to understand the most important resource of the organization. Special emphasis is given to the Indian context. Indian ethos and values will be highlighted in each of the topics. References and case studies in the Indian context are discussed in the class. Examples and anecdotes from the Indian scriptures are given as demanded by the topic. Indian leaders from History are discussed in the class. Term papers are given of Indian organisations specially the SMEs.

#### **Course Contents:**

MODULE	Modules/Sub Modules
Module 1.	Introduction to organizational behaviour. Nature of Organisational behaviour, Definition and meaning of Organisational behaviour, Importance of OB, Emerging Challenges of OB, Indian Perspectives of organisational Behaviour.
Module 2.	Foundations of Individual Behaviour: Perception- Meaning, Definition, Factors Influencing, Perceptual process, Attribution theory, organizational context of perception.  Attitudes and Values- Importance of Value system, types of values, sources, value across culture. Values In the Indian culture. Sources of Indian Values, Definition of Attitude, types of Attitude, theories of Attitude formation. Job satisfaction. Personality- Meaning, definition, importance, theories of personality. Traits of personality. Personality classification according to Indian scriptures like Veda and Gita. Motivation- Definition, meaning, importance, theories of motivation, application of motivation in organization. Indian concept of motivation from Indian folklore. Emotional Intelligence- Meaning, components of emotional intelligence, importance, applications. Concept of Emotion Intelligence as per Indian scriptures. Examples of emotional Intelligence in Ramayana and Mahabharata. Stress management- Definition and meaning. Types of stress, sources of stress and coping strategies- individual and organisational. Indian methods of Stress management. Role of Meditation and Yoga in stress Management.
Module 3.	Foundations of Group Behaviour: Foundations of group behaviour, classification of groups, stages of group development, group –member resources, group structure. Group dynamics and its implications for the manager. Case study from Indian perspective. Leadership theories- definition, importance, leadership theories: behavioural and contingency. Recent approaches to leadership. Contemporary issues in leadership. Leadership in the Indian History. Case studies from Indian History. Work teams – importance, implications for the organization, and types of team. Interpersonal dynamics.
Module 4	Understanding Organization Organizational change- forces of change, resistance to change, approaches to managing change. Indian examples of change management. Organizational development- introduction, meaning, definition, need. Process. Organizational effectiveness- efficiency-effectiveness, approaches to effectiveness. Indian case studies.

#### **Reference books**

SR	Authors	Title of the book	Publisher
1.	K. Ahwathappa	Organisational Behaviour	Himalaya Publishing house
2	Uma sekaran	Organisational Behaviour	The McGraw- hill companies
3	Robbins, judge	Organizational behaviour	Pearson
1.	Stephen Robins	Organizational Behaviour	Pearson
2.	Margie Parekh & Rajan Gupta	Organizational Behaviour	Tata McGraw-Hill Education Private Limited
3.	Jit S Chandan	Organizational Behaviour	Vikas Publishing House PVT LTD.

## CP-102 MANAGERIAL ACCOUNTING

**Course Objectives:** The objective of the course is to acquaint the students with the language of Accounting and to develop in them the ability to evaluate and use accounting data and apply cost concepts as an aid to managerial decision making. The main purpose is to assist the students in developing skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control. The course covers the nature of management accounting, marginal costing, etc.

### Course Contents:

Module	Module / Sub-Modules
I	<b>Fundamentals of Accounting</b> Basic accounting concepts, Types of accounting, Conceptual framework of financial statements Business transactions to trial balance, Trial balance to Balance Sheet, profit & loss account, Concepts, Importance.
II	<b>Preparation of Financial Statement and Its Analysis</b> Structure of Balance Sheet (including structure of a company Balance Sheet as per Company's Act 2013) (excluding Adjustment) (using Tally) Preparation of Financial Statements with special reference to analysis of a Balance Sheet, Financial Statement Analysis (rationale and types), Fund Flow Statement,
III	<b>Cost Management and Cost Estimation</b> Cost and management accounting overview, elements of costing, and Estimation of Cost (Cost Sheet)
IV	<b>Cost Accounting and Management Applications</b> Marginal costing – CVP Analysis, Absorption Costing, Inventory Valuation,
V	<b>Control and Decision Making</b> Short Term Decision Making, Budgeting and Budgetary Control System, Zero Base Budgeting, Performance Budgeting.
VI	<b>Contemporary issues in Accounting</b> Inflation Accounting, Human Resource Accounting, Responsibility Accounting, Corporate Governance and Reporting, Corporate Social Responsibility

### Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	M. Y. Khan & P. K. Jain –	Management Accounting	TMH	Latest Edition
T2	J. Made Gowada	Accounting for Managers	HPH	Latest Edition
T3	M. N. Arora	Cost And Management Accounting	HPH	Latest edition.

### Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	M.E. Thukaram Rao	Management Accounting	New Age International (p) Limited	2003
R2	S.N. Maheshwari, S .K Maheshwari	A text Book of Accounting for Management	Vikas Publishing, New Delhi.	Latest Edition
R3	Paresh Shah	Management Accounting	Oxford University	2009
R4	Charles T. Horngren, Srikant M. Datar & Madhav V. Rajan	Cost Accounting – A Managerial Emphasis	Pearson	Fourteenth Edition
R5	Sanjay Dhamija	Financial Accounting for Managers	Pearson	Latest Edition
R6	S. K. Bhattacharya & John Dearden	Accounting for Management Text and Cases	Vikas Publishing House Pvt. Ltd.	Third Edition
R7	Jawahar Lal	Cost and Financial Analysis	HPH	First Edition 2007

**CP-103 PRINCIPLES OF MANAGEMENT****COURSE OBJECTIVES:**

To familiarize the students with the general principles of management and its theories. The course covers the fundamental aspects of Indian management principles and its relevant significance in the current scenario.

<b>Module</b>	<b>CONTENTS</b>
1	Concept of management, Management & Professionals, Evolution of modern management thoughts, Approaches to Managerial Analysis
2	Process of management, Concept of a System, Functions of chief executive, Coordination as essence of management, Need and importance of co-ordination, techniques of effective coordination.
3	Planning -steps, Long term & short term planning, Objective setting, management by objectives, decision making, rationality in decision making, effective decisions, creativity policy – sources and formulation, elements of planning – programming, policy, strategy
4	Organizing – organizing theory – classical, neoclassical and modern theories, organization structure
5	Designing of basic structure, departmentation, span of management
6	Delegation of authority, centralization and decentralization of authority relationships, line and staff authority, conflict and cooperation committees in organizations, modern organizational designs, projects, matrix and free form structures
7	Directing and control: elements of directing, communication process, media, dimension marries in communication, effective communication, human aspects in control, management by exception, process of control, importance of control, essentials of effective controls system, reporting system for control, elementary discussion on modern control aids – human resources act, management audit, social audit.
8	Management in Indian family business, management philosophy from Ancient India, Indian models of management.

**REFERENCES:**

<b>SR.NO</b>	<b>AUTHOR/S</b>	<b>TITLE OF THE BOOK</b>	<b>PUBLISHER</b>
1	Prasad L.M.	Principles and practice of management	Sultan Chand
2	Stoner & freeman	management (5 <sup>th</sup> edition)	PHI, New Delhi
3	Heynes & Masse	management Analysis, Concepts and cases	PHI, New Delhi
4	Kontz H. & O'Donnell	Essentials of management	TMcH
5	Kontz H., O'Donnell & Leihrich	Management	Mc Graw Hill, Tokyo
6	P. Kanagasabapathi	Indian models of economy, business and management	PHI
7	V. Srinivasan	New age management philosophy from ancient Indian wisdom	Lotus

**\*discussion of Indian case studies on above topics.**

**Objective**

The objective is to make the students acquainted with the basic concepts and techniques of oral and written communication that are useful in developing skills of communicating effectively in the corporate world. Further objective is to impart soft skills that are essential in business world.

**Course content**

Module 1	Business Communication (An Introduction) - The process of communication and the roadblocks, Role of verbal and non-verbal symbols in communication, Barriers that make communication less effective and ways to bring them down, forms of communication
Module 2	Oral communication- listening-anatomy of poor listening features of good listener. Spoken communication over phone – challenges and etiquette
Module 3	Oral presentations-how to plan presentations, how to deliver them, how to develop and display visual aids, how to handle questions from audience. Meetings – ways to make meetings work, what makes meetings wasteful
Module 4	Written communication - Forms of communication in the written mode, Body language of writing letters, memos, tone of writing, Writing resume. Reports - how to write reports, proposals. Email-how to make the email smart.
Module 5	Developing soft skills- Polishing Interview skills : group Discussion and Interview Skills; Creativity and Problem Solving; Time Management and Stress Management; <b>Managing your own emotions through Vedas;</b> Decision making and Negotiation skills.

**Reference books**

<b>Book Title</b>	<b>Authors</b>	<b>Publisher</b>
<i>Business Communication Strategies</i>	<b>Mathukutty M. Monipally</b>	Mc-Graw Hill Publishing Company Ltd.
<i>Business Communication</i>	<b>Chaturvedi and Chaturvedi</b>	Pearson India
<i>Business Communication</i>	<b>R C Bhatia</b>	Ane Books Pvt. Ltd.
Business Communication Essentials	Bovee and Thill	Pearson Education Asia
Essence of Business Communication	<b>Murphy</b>	Tata McGraw-Hill
Critical Reasoning, Academic Writing and Presentation Skills	Anderson	Pearson Education
Emotional Intelligence: Vedic and Modern Perspectives	<b>Hemanth Goparaj &amp; Radha Sharma</b>	Excel Books

**Objectives:**

- To understand the importance of Information Technology for a Business.
- To understand the role of the information systems (IS) function in an organization,
- To Study Use of Information Technology in various Business Applications.
- To make aware about recent development in Information Technology.
- To Develop an insight as to how information systems influence business strategy and
- To develop the ability to contribute meaningfully towards information system selection.

<b>Module No.</b>	<b>Topics</b>
<b>I</b>	Role and Importance of Information Technology in current Business Environment. Introductory Concepts: Hardware & Software, Numbering Systems, Input-Output Devices, Operating Systems, Use of Information Technology in Businesses, Impact of Information Technology on Individual, Society, Business & Environment, Programming Concepts and Languages
<b>II</b>	Computer Network, Advantages of Network, Components of a Computer Network, Types and topologies of networks, LAN, MAN, WAN, Extranet, Intranet, Internet, Network Security
<b>III</b>	Introduction to Computer Based Information System, Types and Characteristics of MIS, TPS, DSS, EIS, OAS, Expert System, Approaches for Designing Information Systems
<b>IV</b>	E-commerce, M-Commerce, Data warehousing, Data Mining, Enterprise Resources Planning (ERP)
<b>V</b>	MS-Excel for Business Decisions
<b>VI</b>	Indian IT Act, Cyber Crime, E-Governance, Ethical and Social Issues of IT, Recent Development in IT

**Reference Books:**

<b>Sr. No</b>	<b>Author/s</b>	<b>Title of the Book</b>	<b>Publisher</b>
1	Efraim Turban, Dorothy Leidner, Ephraim McLean, James Wetherbe	Information Technology for Management: Transforming Organizations in the Digital Economy	Wiley Publication, New Delhi
2	Gert De Laet	Network Security Fundamentals	Pearson Education
3	John Barlow	Excel Models for Business & Operations Management	Wiley India, New Delhi
4	Laudon, Kenneth C. and Laudon, Jane P	Management Information Systems: Managing the Digital Firm	Pearson Education
5	Murthy CVS	e-Commerce	Himalaya Publishing House
6	O'Brien James	Management Information Systems – Managing Information Technology in the Business Enterprise	Tata McGraw Hill, New Delhi
7	Prabhu C.S. R	E-Governance : Concept & Case Studies	PHI Learning Pvt. Limited, New Delhi
8	Sharma Pankaj	Information Security and Cyber Laws	S. K. Kataria & Sons
9	Sharma Vakul	Information Technology – Law and Practice	Universal Law Publishing

## SEMESTER-II

### CP-201      **MARKETING MANAGEMENT**

**Course Objectives:** To give a basic understanding of the character and scope of marketing and help develop analytical skills towards resolution of marketing problems

#### Course Contents:

Module No.	Module / Sub-Modules	Weight age
I	<b>Understanding Marketing Management and the Marketing Environment</b> Nature and scope of marketing management; company Orientations toward the market place; value chain and value delivery process; corporate strategic planning; marketing plan; marketing environment; marketing information system	20%
II	<b>Developing Insights into marketing problems and buyer behavior</b> Demand measurement and forecasting; creating customer value and satisfaction; relationship marketing; factors influencing consumer behavior and buying process; organizational buying behavior	20%
III	<b>Marketing Strategies- Identifying market segments, dealing with competition</b> Differentiated and undifferentiated marketing; segmentation, targeting and positioning; marketing strategies for leaders, challengers, followers and niches; global marketing; strategies at different stages of the product life cycle	20%
IV	<b>Product strategies, service quality, and pricing</b> Product classification; product differentiation; product, brand, packaging decisions; new product development; offering a service product, managing service quality; developing pricing strategies	20%
V	<b>Distribution, integrated marketing communication and controlling marketing efforts</b> Designing and managing distribution channels; multi channel marketing, direct marketing; communication and promotion mix decisions; controlling marketing efforts; Contemporary marketing issues	20%
	<b>Case Studies</b>	

#### Basic Text Books:

Sr. No.	Authors	Title of the Book	Publisher	Edition
T1	Kotler, Keller, Koshy and Jha	Marketing Management: A South Asian Perspective	Pearson Education	14 <sup>th</sup> edition
T2	Ramaswami & Namakumari	Marketing Management: Indian Context	Macmillan (India)	Latest edition

#### Reference Books:

Sr. No.	Authors	Title of the Book	Publisher	Edition
R1	Rajan Saxena	Marketing Management	Tata. McGraw Hill	4 <sup>th</sup> Edition
R2	Arunkumar, N. Meenakshi	Marketing Management	Vikas Publishing	Latest Edition
R3	Evans J. R., Berman B,	Marketing Management	Cengage Learning	Latest Edition

#### List of some Journals / Periodicals/Magazines/Newspapers, etc.:

Students are expected to go through various journals / periodicals such as Journal of Marketing, Indian Journal of Marketing, and Marketing Master mind, Economic Times- Brand Equity, etc.

**Session Plan:**

<b>Module</b>	<b>Sub-Modules / Topics</b>	<b>Sessions</b>
<b>I</b>	<b>Understanding Marketing Management and the Marketing Environment</b>	
	Nature and Scope of Marketing; Understanding Core Marketing Concepts Company orientations toward the marketplace; Holistic Marketing; Marketing Mix	2
	Value Chain Analysis and Value Delivery Process Strategic planning at various levels of hierarchy; Product Planning and Marketing Plan Marketing Environment & Marketing Information System	4
	<b>Case Vignette: Nirma Ltd.</b>	2
<b>II</b>	<b>Developing Insights into marketing problems and buyer behavior</b>	
	Demand Measurement and Forecasting; Creating Customer Value and Satisfaction; Relationship Marketing	2
	Factors influencing Consumer Behavior; Organizational Buying Behavior	2
	<b>Case Study: Indian Deodorant Market and Vini Cosmetics Ltd.</b>	2
<b>III</b>	<b>Marketing Strategies- Identifying market segments, dealing with competition</b>	
	Segmentation, Targeting and Positioning	4
	Marketing strategies for leaders, challengers, followers and niches; global marketing	2
	Strategies at different stages of the product life cycle (PLC)	2
	<b>Case Study: Mango Frooti by Parle Beverages Ltd. And Patanjali VS Colgate</b>	2
<b>IV</b>	<b>Product strategies, service quality, and pricing</b>	
	Setting Product (Goods and Services) strategies; New Product Development	2
	Product classification; product differentiation; product, brand, packaging decisions;	2
	Offering a service product, managing service quality, Developing Pricing Strategies	2
	<b>Case Study: Pulse candy by DS Group, India</b>	2
<b>V</b>	<b>Distribution, integrated marketing communication and controlling marketing efforts</b>	
	Designing and Managing Distribution Channels; <b>Online Distribution</b>	2
	Managing retailing, wholesaling and logistics; Direct Marketing,	2
	Communication and Promotion Mix Decisions, <b>Electronic Media Promotion</b>	2
	Controlling marketing efforts; Contemporary Marketing. Issues, <b>Digital Marketing</b>	2
	<b>Case Study: Asopalav, Surat and Pulse Candy by DS Group</b>	2

## CP- 202 FINANCIAL MANAGEMENT

### 1. Course Objectives

The purpose of this course is to acquaint students with the broad framework of financial decision making and to develop skills in using the techniques of financial analysis of business problems acquiring necessary finance at the minimum cost.

### 2. Course Contents:

MODULE NO.	CONTENT
I	Aims and objectives of Financial Management Scope of Finance, Finance Functions, Finance Manager's Role, Financial Goal: Profit v/s Wealth  Concepts of Value and Return Time Preference for Money, Compound Value, Present Value, Value of an Annuity Due, Compound Value of an Annuity, Present Value of an Annuity
II	Valuation of Bonds and Shares Present Value of Bonds, Present Value of Preference Shares, Present Value of Equity Shares  Capital Budgeting Investment Evaluation Criteria, Net Present Value Method, Internal Rate of Return Method, Profitability Index, Payback, Discounted Payback Period, Accounting Rate of Return Method, NPV v/s IRR
III	The Cost of Capital The concept of cost of capital, cost of equity, cost of preference share, cost of debenture, Weighted Average Cost of Capital  Financial and Operating Leverage Measures of Financial Leverage, Degree of Financial Leverage, Degree of Operating Leverage and Degree of Combined Leverage
IV	Working Capital Management Principles of working capital, Working Capital Cycle, Determinants of working capital, Cash Management, Inventory Management, Accounts Receivable Management
V	Theories of Capital Structure and Dividend Policy Theories of Dividend Policy: Walter's Model, Gordon Model, MM Model, Practical Consideration in Dividend Policy, Capital Structure Theories: Net Income approach, Net Operating Income approach, Sources of raising long term and short term finance

### 3. Reference Books:

Sr	Title	Author	Publisher
1	<b>Financial Management</b>	<b>I.M. Pandey</b>	<b>Vikas Publishing</b>
2	Financial Management	Van Horne	Pearson Co.
3	Financial Management	Khan and Jain	Tata McGraw Hill

**Objective:**

The Objectives, of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management. The basic objective of the course is to reflect the latest thoughts, concepts and practices, in the area of HRM.

**Course Contents:**

Module 1	Introduction to Human Resource Management <b>Human Resource Management Environment – Indian Perspective</b>
Module 2	Human Resource Planning - an overview Job Analysis and Job design Recruitment and Selection- an overview
Module 3	Training and Development Performance Appraisal -an overview Compensation Management – an overview
Module 4	Managing ethical issues in Human Resource Management Employee Welfare Employee Empowerment Career and Succession Planning
Module 5	<b>Industrial Relations &amp; Trade Unions - an overview</b> <b>Dispute Resolution &amp; Grievance Management</b>

**Reference books:**

Book title	Author	Publisher
Human Resource and Personnel Management	<b>Aswathappa, K.</b>	Tata McGraw Hill
Human Resource Management: Strategic Analysis Text and Cases	<b>Raj Kumar</b>	I. K. International Pvt Ltd.
Human Resource Management	De Ceuzo, D A & Robbins S P.	John Wiley
Industrial Relations, Trade Unions, and Labor Legislation	<b>Sinha</b>	Pearson India
Human Resource Management	<b>V S P Rao</b>	Vikas Publishing
Human Resource Management	Dessler and Varkkey	Pearson

## CP- 204 : PRODUCTION AND OPERATIONS MANAGEMENT

### 1. Course Objectives

**The purpose of this course is** aimed at educating students for planning, creation and management of resource capabilities used by a business to make services or products.

### 2. Course Contents:

	CONTENT
I	Introduction to Operations Research Introduction, Historical Background, Scope of Operations Research , Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools , Structure of the Mathematical Model, Limitations of Operations Research
II	Linear Programming Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Case Studies of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations
III	Transportation Problem Introduction, Formulation of Transportation Problem (TP), Transportation Algorithm (MODI Method), the Initial Basic Feasible Solution, Moving Towards Optimality
IV	Assignment Problem Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm, Routing Problem, Travelling Salesman Problem
V	Aggregate Planning and Master Scheduling Strategies of Aggregate Planning, Graphic & and Charting methods, Application of LP, Master Scheduling, Job Shop Scheduling an Sequencing Algorithms Gantt Chart, Line Balancing, LOB, Case Studies.

### 3. Reference Books

Sr	Title	Author	Publisher
1	Production Management	S.N. Charry	Tata McGraw Hill
2	Production and Operation Management	Bedi Kaniska	Oxford Publication
3	Production and Operation Management	Chase, Aquilino	Tata McGraw Hill

**COURSE OBJECTIVES:**

The objective of this course is to provide an understanding of various **external business environments affecting the business in India** and to develop the ability to systematically analyze the environmental factors affecting the business enterprise.

**COURSE CONTENTS:**

**MODULE 1: ECONOMIC ENVIRONMENT**

Concepts and significance of economic environment. Economic system in India. Recent Economic and Financial Environment in India, emerging sectors of Indian economy. Reforms in Indian economy. Liberalization, Privatization and Disinvestments, Special Economic Zone (SEZ) and their role and impact in Indian Business Environment. National income. Monetary and fiscal policy. Philosophy and strategy of planning in India, NITI AAYOG

**MODULE 2: SOCIAL ENVIRONMENT**

Concept and significance of social environment, interdependence of business and society, culture and organization. Significance of small and cottage industries in Indian society. Environment for the SME sector, business opportunities in the rural sector. Policies for promotion of SSI sector in India. Social responsibility of business and trusteeship management, business ethics.

**MODULE 3: TECHNOLOGICAL ENVIRONMENT**

Impact of technology on organization. Process of technological adaption and development, intellectual property regime and the R&D environment, government guidelines for IPR. E-commerce & SSI. ISO standards and Bureau of Indian standards. Implications of technology on business environment. Development of business entrepreneurship in India

**MODULE 4: INTERNATIONAL BUSINESS ENVIRONMENT**

Overview of international business, types of internal business, Globalization trends and challenges. Balance of payment of India and macroeconomic management. Environment for foreign trade and Investment. FDI & FII. Tariff and non-tariff barriers. India’s competitiveness in the world economy.

**TEXT BOOKS & REFERENCE BOOKS:**

SR.NO	AUTHOR/S	TITLE OF THE BOOK	PUBLISHER
1	Francis Cherunilam	Business environment	Himalaya
2	Francis Cherunilam	International Business environment	Himalaya
3	Saleem, Shaikh	Business environment	Pearson
4	Ashwathappa	Business environment	Himalaya
5	Mithani D.M.	International economics	Tata Mcgraw Hill
6	Mishra S K & Puri V K	Economic Environment of Business	Himalaya
7	V. Neelamegam	Business Environment	Vrinda Publications
Business newspapers / magazines (print / online)			

**\* Classroom Discussion on Indian cases studies relevant to above topics**

## **SEMESTER-III**

### **COMPULSORY COURSES**

#### **CP-301 BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**Objective:** The objective of this course is to make student understand the importance of Strategic Management in a dynamic environment of business and industry. This course will help students of understand the entire process of Strategic Management, which includes Environment Evaluation, different strategy options, appropriate selection and effective implementation and control.

#### **Course Contents:**

Module	Topics
I	Strategic Management - An Introduction; Stakeholders in Business; Vision, Mission and Purpose; Business Model and Strategy
II	Environmental Analysis – External and Industry Environmental Analysis using PEST and Porter’s Five-Force Model, Understanding concepts such as Key Success Factors; Driving Forces, Strategic Group Mapping
III	Internal Analysis – Concept of Value Chain, SWOT Analysis; Competence, Distinctive Competence and Core Competence; Competitive Advantage and Sustainable Competitive Advantage
IV	Strategy formulation at Business and Corporate levels, Generic Strategies, Diversification, Strategic Alliance and Joint Ventures; Mergers & Acquisitions; International Business Strategies.
V	Nuances of Strategy Implementation: Operationalising the strategy, Functional Strategies and Policies, Institutionalising the Strategy, Matching Structure and Strategy, Strategic Leadership and Organization Culture; Management of Change.
VI	Strategic control: Operations Control and Strategic Control; Measurement of Performance; Balanced Score Card.
VII	Ethics, Corporate Governance and Social Responsibilities, Case Studies of Indian Business Organisations

#### **Reference Books:**

Sr. No.	Author/s	Title of the Book	Publisher
1	Ansoff, H. Igor	Implementing Strategic Management	Engelwood Cliffs, Prentice Hall, Inc.
2	Azhar Kazmi	Business Policy	Tata McGraw Hill Publishing Company Limited, New Delhi
3	Chatterjee Debashis	Timeless Leadership: 18 Leadership Sutra from the Bhagvad Gita	Wiley Publications
4	Kanagasabapathi P.	Indian Models of Economy, Business and Management	PHI
5	Jauch L. R. , R. Gupta and W. F. Glueck	Business Policy and Strategic Management	Frank Bros., New Delhi
6	Jhonson Gerry and Scholes Kevan	Exploring Corporate Strategy, Text and Cases	Pearson Education, New Delhi
7	Hitt, Ireland, Hoskisson and Manikutty	Strategic Management – A South-Asian Perspective	Cengage Learning, Delhi
8	Pillai Radhakrishnan	Corporate Chankya: Successful Management the Chankay Way	Jaico Publishing House
9	Porter, M. E	Competitive Strategy: Techniques for Analyzing Industry & Competitors	Free Press
10	Prasad, L. M.	Business policy – Strategic Management,	S. Chand & Co., New Delhi
11	Thompson and Strickland	Strategic Management- Concepts and Cases	Tata McGraw Hill, New Delhi

**Course Objectives:**

1. The basic objective is to acquaint the students with the international environment and decision making.
2. This paper focuses to acquaint the students about India’s exports, export-policy, procedures, and documentation.
3. To create an understanding among students about International business operations and acquaint with Foreign Exchange Market.

**Course Contents:**

Module	Module / Sub-Modules
I	Fundamentals of International Marketing, Definitions, concepts and setting, India and World Trade, Direction and Quantum of India’s Export and Import, India’s Export – Import Policy.
II	Institutional Infrastructure for Export Promotion, Export Promotion Councils, Commodity Boards, Public Sector Agencies, Export Credit and Guarantee Corporation of India (ECGC), India Trade Promotion Organisation (ITPO), Export Import Bank of India (EXIM), Indian Institute of Packaging (IIP), APEDA, MEPDA
III	Export Procedure& Documentation, Registration of Exporters, Export Quotations, Producing and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents, Export Finance: Instruments of Payments, Open A/C, Bill of Exchange, Letter of Credit, Factoring and Forfeiting
IV	Foreign Exchange Markets , Spot rate, Forward Rate, Hedging, Export Pricing, Project Exports, Pricing Methods, Inco-Terms, Export Tendering, Long and Medium Term Export Projects, India’s Performance, Export Packaging and Labelling, Problem of Indian Export and Import
V	International Marketing: Various Forms of International Business, International Marketing Mix: Identification of Markets, Product Policy, International Product Life Cycle, Promotional Strategy, Pricing and Distribution Strategy, Strategic Marketing Plan, Sources of information for International data, International Marketing Intelligence, Legal Dimensions of International Marketing
VI	Contemporary Issues in Global Business Environment, Restrictive Trade Practices, Counter Trade and Global Sourcing, Risk in Foreign Trade and management

**Reference Books:**

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
1	Varshney, R.L. and Bhattacharya, B.	International Marketing Management-An Indian Perspective	Sultan Chand & Sons New Delhi	Latest Edition
2	T.A.S. Balgopal,	Export Management,	Himalaya Publication, Mumbai	Latest Edition
3	Rathod, B.S.,	Export Management		Latest Edition
4	Bhattacharya, B	Export Marketing: Strategy for Success,	New Delhi, Global Business Press,	Latest Edition

5	Keegan, Warren	Global Marketing Management	Englewood Cliffs, New Jersey, Prentice-Hall of India,	Latest Edition
6	Onkvisit, Sak, and Shaw, J.J.,	International Marketing: Analysis and Strategy	New Delhi, Prentice-Hall of India,	Latest Edition
7	Terpestra, Vern and Sarathy, R.,	International Marketing,	Oriando Dryden Press,	Latest Edition
8	Livingstone, James M.,	International Marketing Management,	Macmillan Press, London	Latest Edition
9	Kindleberger, Charles,	International Economics		Latest Edition
10	Srivastava, R.H.,	International Strategic Management		Latest Edition
11	Thakor, Boston, Srivastava,	International Management Concept and Cases		Latest Edition
12	Cherunilam, Francis,	International Business,	Himalaya Publication, Mumbai	Latest Edition

**COURSE OBJECTIVES:** The course is aimed at providing an understanding of laws affecting the operations and management of business enterprises in India.

**COURSE CONTENTS:**

**MODULE 1: INDIAN CONTRACT ACT 1872**

Definitions, classification of contracts, essentials of a valid contract. Offer and acceptance, capacity to contract, free consent, legality of object, void agreements. Performance of contract, discharge of contract, remedies for breach of contract. Quasi Contracts

**MODULE 2: SALE OF GOODS ACT 1930**

Introduction, formation of a contract of sale, essentials of a contract of sale. Sale and agreement to sell, sale vs. hire purchase, sale and barter, exchange, bailment, contract for work and materials. Condition and warranties, transfer of property. Performance of a contract, rights of an unpaid seller.

**MODULE 3: THE NEGOTIABLE INSTRUMENTS ACT 1881**

Definition, nature and types of negotiable instruments. Notes, bills and cheques. Parties to a negotiable instrument, holder and holder in due course. Negotiation and association, presentation of negotiable instrument, dishonour and discharge of negotiable instrument. Offences by companies, penalties in case of dishonour of certain cheques for insufficient of funds

**MODULE 4: THE COMPANIES ACT 1956 & THE COMPETITION ACT 2002**

The companies act 1956: Nature and types of companies, Formation of Companies, Memorandum of association. Articles of association, prospectus, Membership in a company, shares and share capital. Borrowing powers, meeting, auditing, Prevention of oppression and mismanagement, winding up  
The competition act 2002: Definitions, anti competitive agreements, Competition commission of India (CCI). Penalties, appellate tribunal

**MODULE 5: THE CONSUMER PROTECTION ACT 1986 & THE INFORMATION TECHNOLOGY ACT 2000**

THE CONSUMER PROTECTION ACT 1986: Definitions, consumer protection councils, dispute redressing agencies and forums & its enforcement. State and national commission, Penalties. THE INFORMATION TECHNOLOGY ACT 2000: definition, electronic governance, attribution, acknowledgement and dispatch of electronic records, certifying authority to issue digital signature certificates. Pending for damage to Computer, computer system and penalties, the cyber regulation appellate tribunal, cyber laws

**TEXT BOOKS AND REFERENCE BOOKS:**

SR.NO	AUTHOR/S	TITLE OF THE BOOK	PUBLISHER
1	N.D. KAPOOR	Elements of Mercantile Law	Sultan Chand
2	M.C. & Vivek Kuchhal	Elements of Business Laws	Vikas Publication
3	Avatar Singh	Company Law	Eastern Book Company
4	Tuteja S.K	Business Law for Managers	Sultan Chand
5	Sachdeva Editorial unit	Information technology act, 2000	Sachdeva law publishers
6	Lawmann's Consumer Protection act	Consumer Protection act	Kamal Publishers
7	Tulisian P.C.	Business Law	TMH.

## CP- 304 : QUANTITATIVE METHODS

### 1. Course Objectives

The purpose of this course is to acquaint students with those techniques which provide the decision maker with a systematic and powerful means of analysis and help, based on quantitative, in exploring policies for achieving pre-determined goals.

### 2. Course Contents:

MODULE NO.	CONTENT
I	<p><b>Aims and Objectives of Quantitative Techniques</b> Definition of Statistics, Importance of Statistics in Business, Limitations of Statistics, Misuses of Statistics</p> <p><b>Graphical Representation of Data</b> Types of Charts, Importance of Graphic and Diagrammatic representation, Limitations of Graphs and Diagrams</p> <p><b>Measures of Central Tendency</b> Mean, Median, Mode</p>
II	<p><b>Measures of Dispersion</b> Range, Mean Deviation, Standard Deviation, Coefficient of Variation</p> <p><b>Probability</b> Basic terminology in probability, Three Types of Probability, Probability Rules, Bayes Theorem</p>
III	<p><b>Probability Distributions</b> Random Variables, Binomial Distribution, Poisson Distribution, Normal distribution</p> <p><b>Hypothesis Testing</b> Procedure in hypothesis testing, Two Types of Errors in hypothesis testing, Hypothesis test about a population mean for large samples and small samples, Hypothesis test concerning proportion, Hypothesis test concerning differences between two population means, Hypothesis test of differences between two proportions</p>
IV	<p><b>Chi-Square Distribution</b> Goodness of fit test, Chi-square as a test of independence or homogeneity, Precautions about using Chi-square test</p> <p><b>Analysis of Variance</b> F-Distribution, One Way Classification, Two Way Classification, Assumption of Analysis of Variance</p> <p><b>Correlation Analysis</b> Correlation and Causation, Types of correlation, Coefficient of Determination, Rank Correlation, Limitation of Correlation Analysis</p>
V	<p><b>Regression Analysis</b> Estimation using regression line, Method of least square, Use of deviations from Means of X and Y, Use of Deviations from the Assumed Mean, Regression Coefficients.</p> <p><b>Technical session on SPSS and R Software</b></p>

### 3. Reference Books

<b>Sr</b>	<b>Title</b>	<b>Author</b>	<b>Publisher</b>
<b>1</b>	<b>Statistics for Management</b>	<b>G.C. Beri</b>	<b>Tata McGraw Hill</b>
<b>2</b>	<b>Quantitative Techniques</b>	<b>C. Satyadevi</b>	<b>S. Chand</b>
3	Business Statistics	Ken Black	Wiley

## CP- 305 : MANAGERIAL ECONOMICS

### 1. Course Objectives:

The broad objective of this course is to acquaint the semester I students with the basic concepts of Micro Economics. It will deal with firm level theoretical concepts and the management perspective of economic problems. The course will mainly aim to acquaint students with the applications of Economics in real world. The course will have an application focus.

### 2. Course Duration:

The course duration is of 40 sessions of 60 minutes each.

### 3. Course Contents:

Module No.	Module / Sub-Modules	Sessions	Marks (20% of 100 each)*
I	Indian Economic History and the historical position of India in the World Economy; Introduction to Managerial Economics & Theory of the Firm	12	20
II	Basics of Demand & Supply Equilibrium and Analysis	06	20
III	Demand Estimation	06	20
IV	Production and Cost Analysis	04	20
V	a. Market Structures b. Basics of Game Theory	12	20
	TOTAL	40	100(%)

\*The weightage of each module in terms of marks is only indicative and not exact.

### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures
- (2) Case Discussions
- (3) Audio-visual Material (Using CDs/ Clippings)
- (4) Assignments and Presentations

### 5. Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Salvatore Dominck, Shrivastava R.	Managerial Economics,	Oxford University Publication	Latest Edition
T2	Amiya Kumar Baghchi	Money and Credit in Indian History- From Early Medieval Times	Columbia University Press	Latest Edition
T2	Salvatore Dominck	Managerial Economics	Thomson (Cengage) Publication	Latest Edition
T3	Salvatore Dominck	Microeconomics	Oxford University Publication	Latest Edition
T4	Mankiw Gregory N.	Principles of Microeconomics	Cengage Learning	6 <sup>th</sup> Edition (latest)

### 6. Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R0	Subhash	New Earth Shastra-	IBA	Latest Edition

	Sharma	Towards Development Management	Holitic and	publications	
R1	Pindyck, Rubinfeld, Mehta	Microeconomics		Pearson	Latest Edition
R2	Gupta G.S	Managerial Economics		McGraw Hill	Latest Edition

**7. List of Journals / Periodicals/Magazines/Newspapers/ Websites etc.:**

- 1) **Economic Times**
- 2) **Business Standard**
- 3) **The Economist**
- 4) **The Times of India/ The Hindu/ The Indian Express or similar**
- 5) **India Today**
- 6) **Journals on Economics**
- 7) **Inflibnet Resources/ E-Journals in Library**
- 8) **Any relevant Research Papers, Articles etc.**

## SEMESTER-IV

### COMPULSORY COURSES

#### CP-401 MANAGEMENT CONTROL SYSTEMS

**Course Objectives:** Every organization is meant for achieving pre-set goals and objectives. Well thought-out strategies are being implemented for this purpose. Execution of these strategies assumes as much importance as formulation itself. Management control systems are designed in order to implement these strategies successfully. The process of implementation of the strategies and the dilemma faced by managers are the main focus of this course. It envisages strategic planning, budgeting, resource allocation, performance measurement, evaluation and reward / responsibility centre allocation. Thus, the main objective of this course is to equip the students with skills for effective implementation of strategies and resolving the attendant problems.

#### Course Contents:

Module No.	Module / Sub-Modules
I	<b>Introduction to Management Control System and the Environment of Management Control:</b> Introduction to Management Control Systems and Management Control Environment, Strategies and Strategic Planning Control, Goals-Strategies – Structures and Control, Key variables / Strategic Success Factors and Control Indicators.
II	<b>The Structure of Management Control System:</b> Responsibility Centers and Management Control: Investment Centre, Expense and Revenue Centre and Profit Centre
III	<b>Tools and Management Control System:</b> Information System as Support to Management Control, Management Information System – Goals, Inputs and Outputs of MIS, Management Information Value chain – Decision Support Systems, Decision Making System, Expert System, Executive Information System Performance Measurement, Controls for Differentiated Strategies, Modern Control Methods
IV	<b>Budget as an Instrument of Control:</b> Process of budgeting, Performance Budgeting, Zero Based Budgeting, Analysis of Budget Variance for Control
V	<b>Management Control Systems for Different Organization:</b> Management Control in non-profit organization, Development of Programmes and Producer's Organizations, MNCs, Service Organizations and Projects.

#### Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Robert Anthony and Vijay Govindarajan	Management Control System	TMH	Latest Edition
T2	Pradip Kumar Sinha	Management Control System	Excel	Latest Edition
T3	N. Ghosh	Management Control System	PHI	Latest Edition

#### Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	Ravi Kishor	Cost Management	Taxman	Latest Edition
R2	Kenneth A. Merchant	Modern Management Control Systems	Pearson	Latest Edition
R2	Joseph A. Maciariello and Calvi J. Kirby	Management Control Systems	PHI	Latest Edition
R3	Saravanavel	Management Control Systems	Himalaya	Latest Edition
R4	Ravindhra Vadapalii	Management Control Systems	Excel	Latest Edition
R5	R.S. Aurora & S. R. Kale	Management Control Systems	Jaico	Latest Edition
R6	Subhash Sharma	Management Control Systems	Tata McGraw Hill	Latest Edition

**Course Objectives:** The financial Services include both the banking and non-banking services either based on fees or assets / funds. The content of this course is designed to provide basic understanding of the working of Indian Financial systems and provide insight into the banking financial services. The specific objective of the course include:

- To familiarise the students with Indian financial systems.
- To equip the students with the theoretical and practical knowledge of different banking financial services.
- Various functions associated with banking insurance activities
- Practice and procedures relating to various banking business.

**Course Contents:**

Module No.	Module / Sub-Modules
I	<b>Introduction to Indian Financial System:</b> Current Scenario of financial sector in Indian Economy, Introduction to different markets: Money and capital markets, Network of financial institution in India, Financial Products in money market – Commercial Paper, Certificate of Deposits and T-bills, Anti-Money Laundering (AML) and Know Your Customer (KYC) Norms – International Best Practices and Guidelines for Indian Banks.
II	<b>Banking Financial Institutions &amp; Regulatory Authorities:</b> Commercial Banks, Co-operative Banks, Universal Banking, Export Oriented Financial Institutions – EXIM Bank, Agriculture Oriented Financial Institutions - NABARD, Insurance Sector Financial Institutions, Bancassurance, Housing Finance Institutions and Non-banking Financial Institutions, Reserve Bank of India
III	<b>Banks Financial Statements:</b> Basic Concept – Bank Liabilities, Banks Assets, Loan and Advances, Contingent Liabilities , the Income Statement. Financial Statements of Banks Operating in India Analysing Bank's Financial Statements Key Performance Indicators for banks
IV	<b>Financial Services:</b> Factoring, Forfeiting, Securitization, Mutual Funds in India, Merchant Banking Services, Credit Rating and Credit cards, Crowd Funding
V	<b>High Tech Banking:</b> E- Payment Systems and Electronic Banking, Electronic Clearing System, Electronic Fund Transfer, Digital Banking

**Basic Text Books:**

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	E. Gordon & Dr. K. Natarajan	Financial Markets and Services	Himalaya Publishing House	Latest Edition
T2	Bharati V. Pathak	The Indian Financial System – Markets, Institutions and Services	Pearson	Latest Edition
T3	V . A. Avdhani	Financial Services in India	Himalaya	Latest Edition

## Reference Books

<b>Sr. No.</b>	<b>Author/s</b>	<b>Title of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Nalini Prava Tripathy	Financial Services	Prentice Hall of India Private Limited	Latest Edition
R2	Justin Paul & Padmalatha Suresh	Management of Banking and Financial Services	Pearson	Latest Edition
R3	Dr. K. Ravichandran	Merchant Banking and Financial Services	Himalaya Publishing House	First Edition 2008
R4	R. M. Sirvastava & Divya Nigam	Management of Indian Financial Institutions	Himalaya Publishing House	Latest edition
R5	Dr. S. Gurusamy	Merchant Banking & Financial Services	Thomson	Latest Edition
R6	Vasant Desai	Financial Markets and Financial Services	Himalaya Publishing House	Latest Edition
R7	Clifford Gomez	Financial markets Institutions and Financial Services	PHI	Latest Edition
R8	Anil Agashe	Financial Services, Markets and Regulations Financial Services	Himalaya Publishing House	Latest Edition
R. 9	Dr. R. Shanmugham	Financial Services	Wiley	Latest Edition
R 10	H R Machiraju	Indian Financial System	Vikas	Latest Edition

**CP-403 RESEARCH METHODOLOGY IN BUSINESS**

Course objectives: Research is a fundamental tool to decision making. To make rational decisions, it should be supported by research. The technological changes make it imperative for the students to be acquainted with the tools of research techniques. The aim of the subject is to introduce the students with the basic concepts of the subject. To prepare the students for conducting research. Indian perspectives of Research. Indian case studies. Developing a scientific temperament for rational decision making. Indian methods of scientific rational thinking as mentioned in the Indian scriptures.

MODULE	MODULE/ SUB MODULE
Module 1	Nature of Business research- Rational of the subject, introduction, definitions, Importance and examples of business decision making. Scientific attitude. Examples of Indian organizations and case studies.
Module 2	Research design- Types of research: Exploratory, descriptive, experimental design. Qualitative research Types of data collection method: survey method and observation method
Module 3.	Measurement and Scale development techniques Sample design and Instrument design,
Module 4	Data Analysis Field work management Introduction to software for data analysis
Module 5	Report writing Format for report writing. Language of report, importance.
Module 6	Case studies and term Paper based on Indian organizations.

Sr No	Authors	Name of the book	Publishers
1	Cooper and schindler	Business research methods	The Mc Graw-Hill companies
2	Zikmund, Babin, Carr	Business research Methods	Cengage learning
3	NareshMalhotra & Satya Bhushan,Dash	Marketing research	Pearson
4	Ranjit Kumar	Research Methodology	Pearson publications
5.	C.Murthy	Research Methodology	Vrinda Publications (P) limited
6.	D.K. Bhattacharya	Research Methodology	Excel Books

**CP-404 ENTREPRENEURSHIP AND NEW VENTURE MANAGEMENT**

**Objectives:** The objective of this course is to explain the role and importance of entrepreneurs in economic development. The major emphasis of the course will be on creating a learning system through which students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service idea. The course will help student to gain necessary knowledge, skills, attitude and competence to start and manage a new venture.

**Course Contents**

Module	Topics
I	Entrepreneurs, Small Businesses and Economic Development, Role and Importance of Entrepreneurship in Economic Growth; Entrepreneurial Motivation – Need for Achievement (n-Ach); Definitions and Characteristics of an Entrepreneur. Study of environmental factors in making of an entrepreneur, Entrepreneurship, Analysis of Entrepreneurship, Innovation and Entrepreneurship, Innovation Management Women Entrepreneurship in India Classification of Industries, Problems and Prospects of MSME Sector
II	Activities involved in starting new venture, Generating new Business Ideas, Facets of Project Analysis Techniques of Project Evaluation Preparation of Project Feasibility Report Elements and Preparation of Business Plan
III	Legal Aspects of new Businesses New Business and IPR Regulatory requirements and Procedures for registration of a new industrial Unit Regulatory requirements and procedures for availing of assistance from Government and other institutions
IV	Agencies involved in providing assistance for starting a new venture Entrepreneurship Development Programmes Incubation Centers Government Aid to industries in the areas of finance, raw material, marketing and technical know-how and machinery procurement. Project Financing – Role of commercial banks and state and central level Financial Institutions. Venture Capital Small Business Management which includes Financial Management, Human Resources Management, Marketing Management, Production and Operations Management.
V	Indian Entrepreneurs / Business Organisations Case Studies

**Reference Books:**

Sr. No.	Author/s	Title of the Book	Publisher
1	Baporikar, Neeta,	Entrepreneurship Development & Project Management,	Himalaya Publishing House
2	Bedi, Kanishka	Management and Entrepreneurship,	Oxford University Press,

			New Delhi
3	Chandra , Prasanna	Projects – Planning , Analysis , Selection , Implementation and Review’	Tata McGraw Hill Publishing Company Ltd., New Delhi
4	Charantimath Poornima	Entrepreneurship Development and Small Business Enterprise	Pearson Education Asia, New Delhi
5	Desai Vasant	Dynamics of Entrepreneurial Development and Management	Himalaya Publishing House, Mumbai
6	Desai Vasant	Fundamentals of Entrepreneurship and Small Business Management	Himalaya Publishing House, Mumbai
7	Donald Kuratko, Jeffrey Hornsby	New Venture Management – The Entrepreneur’s Roadmap	Pearson Education, New Delhi
8	Paul Trott	Innovation Management and New Product Development	Pearson, New Delhi, India
9	Raichaudhuri Anjan	Managing New Venture: Concepts and Cases on Entrepreneurship	PHI Learning Private Limited, New Delhi
10	Devdutt Pattanaik	Business Sutra : A Very Indian Approach to Management	Rupa Publications
11	Sobha Bondre Nikhil Inamdar, Maya Bathija	The Indian Business: Stories of How Gujaratis, Baniyas and Sindhi Do Business	Penguin Publications
12	Gokul Upadhyay	Gita for Business Management, Leadership and Performance	Createspace Independent Pub.

## SEMESTER V

### OPTIONAL COURSES

#### 1. FINANCE & ACCOUNTING GROUP

##### OF&A - 501: INVESTMENT MANAGEMENT

###### Course Objectives:

The broad objective of this subject is to get the students acquainted with the different investment avenues and management of investments. It will basically deal with the operations of the capital and money markets, an in-depth understanding of the instruments of investments and flow of money in these markets. The subject also addresses the Modern Portfolio Management Theory and its applications by investors and Investment Companies. A brief introduction to behavioural finance has been included in the course. The whole subject is taught keeping in context the Indian Stock Markets

###### Course Contents:

Module No.	Module / Sub-Modules	Sessions	Marks (20% of 100 each)*
I	Investments: Risk and Return,	8	20
II	Operations of the Indian Stock Markets	8	20
III	Stock Market Analysis	8	20
IV	Portfolio Management	8	20
V	Regulatory Bodies, Corporate Governance	8	20
	TOTAL	40	

###### Basic Text Books:

Sr. No.	Author/s/Editors	Title of the Book	Publisher	Edition and Year of Publication
T0	Dharma Kumar; Meghnad Desai	Cambridge Economic History of India	Cambridge University Press	Latest Edition
T1	Fischer Donald E. and Jordan Ronald J.,	Security Analysis and Portfolio Management	Prentice Hall	Latest Edition
T2	Sharpe William F., Alexander Gordon J., Bailey Jeffery V.	Investments	Prentice Hall	Latest Edition
T3	Kevin S.	Security Analysis and Portfolio Management	PHI India Ltd.	Latest Edition

Reading Material: Laughlin, J. Laurence. "Indian Monetary History." *Journal of Political Economy*, vol. 1, no. 4, 1893, pp. 593–596

###### Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	Zvi Bodie, Alex Kane, Alan J. Marcus	Investments	McGraw-Hill Publishing Company Limited	10 <sup>th</sup> Edition, 2013
R2	V. A. Avadhani	Security Analysis and Portfolio Management	Himalaya Publishing House	Revised 10 <sup>th</sup> Edition, 2013
R3	Laurence Gitman; Michael Joehnk	Fundamentals of Investing	Pearson	12 <sup>th</sup> Edition, 2012
R4	Russel J. Fuller, James L. Farrell	Modern Investment and Security Analysis	McGraw Hill	Latest Edition
R5	Nalini Prava Tripathi	Mutual Funds in India: Emerging Issues	Excel Books	1 <sup>st</sup> Edition, 2007
R6	Lucy Akhert	Behavioural Finance		

## OF&A-502 FOREIGN EXCHANGE MANAGEMENT

### Course Objectives:

1. To acquaint with the mechanism of the Foreign Exchange Market and Derivatives.; their functions and needs
2. Understanding determination of Exchange Rates.
3. To provide understanding on measurement of foreign exchange exposure and management of exposures.

### Course Contents

Module No.	Module / Sub-Modules
I	Introduction to Foreign Exchange Markets and Transactions: Spot-forward rates, Cross Rates Quoting Foreign Exchange Rates Bid-Ask Spread Official and Free Market Rates
II	Derivatives: Currency Futures Currency Options Swaps: Currency and interest rate
III	Theory and Practice of forecasting exchange rates Financial and Socio-Political Factors Technical Analysis (BOP/PPP/IFE/IRP/charting and other technique)
IV	Corporate Exposure Measurement and Management: Translation Transaction Economic
V	Exposure Management: Alternative Strategies for Exposure Management Exposure Management Techniques Parameter and constraint of exposure management

### Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
1	Shapiro A.C.,	Multinational Financial Management	Wiley	10 <sup>th</sup> Edition 2016
2	Apte. P.G.,	International Financial Management.	Tata-Mcgraw Hill	Latest Edition
3	Madura Jeff	International Corporate Finance.	Cengage Learning	10 <sup>th</sup> Edition
4	Madhu Vij	International Financial Management.	Excel	Latest
5	Hull John C.	Option, Futures Other Derivatives	Pearson Education Inc. Delhi,	Latest
6	Sutton, W.H., ,	Trading in currency Options	New York Institute of Finance	Latest

## OF & A: 503 FINANCIAL DERIVATIVES

### 1. Course Objectives

The objective of this course is to give an in depth knowledge of the functioning of the derivatives securities market

### 2. Course Contents:

MODULE NO.	CONTENT
I	<b>Introduction to Derivatives</b> Derivatives, Forwards and Futures Contract, Options, Traders in Futures and Options Market, Functions Performed by derivative markets
II	<b>Forward and Futures Contract</b> Trading in Futures Contract, Market Participants in a Future Market: Hedgers, Speculators and Arbitrageurs, Hedging using Futures Contract, Valuation of Forward and Future Contracts, <b>Badla Trading</b>
III	<b>Options Contract and Trading Strategies</b> Characteristics of Options Contract, Option Pricing, Option Trading Strategies
IV	<b>Valuation of Options</b> Models of Valuation of Options: Binomial Model and Black-Scholes Model, Limitations of Black and Scholes Model Hedging Using Options
V	Indian Securities Market Swaps, Formation of SEBI and aftermath, Introduction of Future and Options in India, L.C. Gupta Committee Recommendations on introducing derivatives in India.

### 3. Reference Books:

Sr	Title	Author	Publisher
1	<b>Financial Derivatives</b>	<b>Vohra and Bagri</b>	<b>Tata McGraw Hill</b>
2	Financial Derivatives	John Hull	Pearson Co.
3	Financial Derivatives	Keith Redhead	Prentice Hall

## OF&A-504 CORPORATE TAXATION & FINANCIAL PLANNING

**COURSE OBJECTIVES:** To create an understanding of the **Direct and Indirect tax structure in India**, as applicable to an individual, Business entities, and corporate bodies and to provide an opportunity to carry out tax planning and management in Indian Business.

### COURSE CONTENT

**MODULE: 1 INTRODUCTION** (overview of the subject), brief discussions on the topics covered in syllabus. **BASIC CONCEPTS** gross and net total income, calculation of taxable income. Available tax planning options for individuals, **INCOME EXEMPT FROM TAX AGRICUTURAL INCOME:** definition, income which is partially agriculture and partly business, computation of net agricultural income. **INCOME TAX AUTHORITIES:** tax authorities, CBDT.

**MODULE: 2 RESIDENTIAL STATUS:** general norms and its relevance, residential status of an individual, HUF and company. Tax incidence and tax planning in regards to residential status. **SALARY:** Meaning and characteristics, chargeability of salary, basis of charge, Accrual of salary, Leave encashment, Gratuity, Pension, Allowance, Retrenchment Compensation, VRS, Perquisites

**MODULE: 3 INCOME FROM HOUSE PROPERTY:** Chargeability, applicability of sec. 22, Principal of Mutuality, Computation of income from a let out house property, computation of income from a self occupied property, tax planning

**CAPITAL GAINS:** Concept and basic types of capital assets, tax liability of capital gains, computation of capital gain, tax free capital gains, Transfer, exemptions under capital gains

**MODULE: 4 SET OFF AND CARRY FORWARD OF LOSSES:** mode of setoff and carry forward of losses, inter source and head adjustments, carry forward of loss. **TAX DEDUCTED AND COLLECTED AT SOURCE** Schemes of TDS, deduction of tax from salary, tax collection at source. Fundamentals of GST, Dual GST model, GSTN & GST Council, Registration under GST Law, Levy & Collection of tax, Input Tax Credit

**MODULE: 5 CORPORATE TAXATION:** Basic concept and importance, tax planning of new business, Tax Planning and Financial structure of a company, tax planning while converting sole proprietary or firm into company, Tax Planning of business expenditure, tax planning of depreciation: block of assets, written down value, DDT, MAT., Tax Treatment of losses of corporate sector, Tax planning aspect of ownership vs. leasing: purchase of asset, sale of assets used for scientific research, Tax Planning regarding foreign collaboration, holding and subsidiary company, Tax Planning regarding income tax survey, tackling income tax searches and seizures & tax planning to avoid penal interest and penalties.

### TEXT BOOKS & REFERENCE BOOKS:

SR.NO	AUTHOR/S	TITLE OF THE BOOK	PUBLISHER
1	Dr. Vinod K. Singhanian, Dr. Kapil Singhanian	Direct taxes, law and practice	Taxmann
2	Vinod K. Singhanian, Dr. Monica Singhanian	Corporate Tax Planning and Business tax procedures with case studies	Taxmann
3	R.G. Saha, Usha Devi N	Income tax (Direct Tax)	Himalaya Publishing house
4	V.P.Gaur, D.B.Narang, Rajeev Puri	Corporate Tax Planning and Management	Kalyani Publishers
5	Dr. Vinod K. Singhanian, Dr. Monica Singhanian	Students guide to income tax, Problems and solutions	Taxmann
6	Lakhotia R.N.	Corporate Tax Planning	Orient Paperbacks, India
7	Bhagwatiprasad	Direct taxes	S. Chand

## 2. MARKETING GROUP

### OMK-501 CONSUMER BEHAVIOUR AND MARKETING RESEARCH

#### Objective:

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

#### Course Contents:

Introduction to Consumer Behaviour, Consumer Behaviour and Marketing Strategy, Models of Consumer Behaviour, Consumer Research, Market Segmentation, Consumer Motivation, Information Processing and Consumer Perception, Learning and Consumer Behaviour Change Brand Loyalty and Brand Equity, Consumer Attitudes and Attitude Change, Influence of Personality and Self-concept on Buying Behaviour, Psychographic and Lifestyle, Group Influence, Social Class and Cultural Influence, Diffusion of Innovation, Family Decision Making, Industrial Buying Behaviour, Consumer Behaviour Audit, Consumer Behaviour Studies in India

#### References:

1. Schiffman, Leon G., Wisenbilt J. And Kumar S. R. *Consumer Behaviour*, Pearson India Education Services Pvt. Ltd., Noida, India., Latest Edition
2. Loudon, D. L. And Delta Bitta A. J. (2009). *Consumer Behavior*, 4<sup>th</sup> edition, Tata McGrawHill Education, New Delhi, India.
3. Frank R. Kardes, Thomas W. Cline and Maria L. Cronley: *Consumer Behavior: Science and Practice*, South-Western, a part of Cengage Learning, India, Latest Edition
4. **Srabanti Mukherjee: *Consumer Behavior*, Cengage Learning, India, Latest Edition**

#### Session Plan

Session 1 to 2

Topic: Introduction to Consumer Behaviour: Its Origin and Strategic Application

#### Vignette: Project Shakti of Hindustan Unilever Ltd.

Session 3 to 6

Topic: Segmentation, Targeting and Positioning

#### Case: Lifebuoy Liquid Hand-wash

Session 7 to 10

Topic: Consumer Motivation: What is Motivation, The dynamic Nature of Motivation  
Consumer Motivation: Types and Systems of Needs, Measurement of Motives

#### Examples: Insurance Products by LIC and HDFC Ltd.

Session 11 to 14

Topic: Personality and Consumer Behaviour: Theories of Personality and consumer Diversity  
Personality and Consumer Behaviour: Product Personality and Self-image

#### Case: Royal Enfield

Session 15 to 18

Topic: Information Processing and Consumer Perception: Dynamics of Perception  
Information Processing and Consumer Perception: Consumer Imagery

#### Vignette: Tanishq

#### Vignette: Nicorette by Johnson & Johnson India Ltd.

Session 21 to 24

Topic: Consumer Attitudes and Attitude Change: Attitudes and Structural Models of Attitudes  
Consumer Attitudes and Attitude Change: Formation and Change

**Examples: Swiggy, Tanishq and Nestle Maggi**

Session 25 & 26

Topic: Communication and Consumer Behaviour

**Examples: Revital, Wonderchef**

Session 27 to 30

Topic: Reference Group Influence and Family Decision Making

**Role Play: How do families make decision**

**MCQ Test – Session 30**

Session 31 & 32

Topic: Social Class and Consumer Behaviour

**Vignette: Indian Social Classification**

Session 33 & 34

Topic: Influence of Culture on Consumer Behaviour; Cross-Cultural Consumer Behaviour

**Case: Kumbh Mela**

Session 35 to 38

Topic: Diffusion of Innovation; Consumer Decision Making Model and Consumer's Decision-Making Process

**Examples: Mobile Wallets and LED Bulb**

Session 39 & 40

Topic: Review and Integration

Session 41 to 44

Term Paper Submission and Presentation

**Important:**

1. **Students are expected to study examples from Indian context and relate with the concepts.**
2. Term papers should involve real-life study and collection of primary data. It is to be carried out in a **group of two**.

## OMK-502 INTEGRATED MARKETING COMMUNICATION

Course objectives: The marketing world is changing. The students needs to be equipped with the tools and techniques of the marketing communications. Digital marketing is one of the factor affecting the completion scenario. The goal of the subject is to introduce the students with the basic concepts of the subject. To teach them the applications of these concepts in developing marketing strategies. Indian perspectives and case studies are discussed as required by the topic.

SR NO	MODULE/SUB MODULE
1.	An introduction to Integrated marketing Communications Enhancing brand equity through IMC. Tools Of IMC: Direct marketing. Public relations, Internet, social media, mobile marketing, sales promotion. Indian marketing scenario. Examples of Indian Brands.
2.	IMC SITUATION ANALYSIS Marketing Segmenting, Targeting, Positioning Consumer Behaviour. Social marketing communications. Indian examples and case studies. Case study of Kumbh-Mela and use of IMC.
3	COMMUNICATION PROCESS Models of communications Source, message and channel factors. Examples from Indian advertisements. Indian Social issues using IMC.
4	CREATIVE STRATEGIES- creativity in advertising. Types of creativity. models of creativity. Appeals and executions, formats of creativity, production process of Copy writing. Indian creativity and representation of India in Canns festival. Indian creative copy writers.
5	MEDIA PLANNING- Concepts of media planning, format, types of media. Advantages and disadvantages of media. Traditional media. Broadcast, print. Support media. Modern media. Digital media, social media. Internet- interactive media
6.	MEASURING EFFECTIVENESS – methods to measure effectiveness, importance. Copy testing.
7	Macro aspects of Advertising Social and economic aspects In Indian context. Ethical aspects . Role of ASCI. Case studies from Indian organizations

### References

Sr No	Authors	Title of the book	Publisher
1.	Belch & Belch	Advertising and Promotion –An IMC approach	Mc Graw Hill Education
2	Clow, Baack	Integrated Advertising, promotion, and marketing Communications	Pearson education
3	Kruti Shah & Alan D'Souza	Advertising & Promotions an IMC perspective	Tata McGraw-Hill Publishing Company Limited
4.	S. Neelamegham	Marketing in India	Vikas publications
5	Sidharth Balakrishnan	Case Studies in Marketing	Pearson publications

## OMK-503    MARKETING OF SERVICES

### Course Objectives:

Services are a dominant economic driver in the Indian economy. The course is designed to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services. The course intends to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. It deals with the challenges commonly encountered in marketing services -- such as intangibility, difficulty in synchronizing demand and supply, difficulty in controlling quality and retaining customers. The consumer dynamics, technological developments the VUCA environment in which the service marketers find themselves in are propelling marketers to come out with innovative ways to provide more value to the consumers. Strategies used by successful services marketers to overcome these challenges are addressed to by the course contents.

### Course Contents:

Module No.	Module / Sub-Module	Sessions
I	<p>*Basics of Services Marketing:            What are Services? ; Why Study Services? ; Role of services in the economy; Services and Technology - technology in service encounter, self service, automation in services, Internet services; Distinctions between Services and Goods; Services Marketing Mix; Positioning of services            Case Study: <b>The Annapoorna Dabbawalla Company Ltd.</b>* T3- Nargundkar Rajendra, pp26-32            *Customer Behaviour in Service Encounter:            Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing;; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; ; Customer Expectations and Perceptions of Services – Zone of Tolerance;            Case study: <b>Shoppers Stop: Targeting the Young</b>* R11- Kumar Ramesh S. pp 96-115</p>	10
II	<p>Services Marketing Mix:            *Product – Core and Supplementary Elements, Branding Service Products            Case Study: <b>Infosys: The Challenge of global branding</b>* R11- Kumar Ramesh S. pp.303-321            *Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Dynamic Pricing            Case Study: <b>Why Differential Pricing Helps the Poor?</b> *F5- Jauhari Vinnie and Dutta Kirti, pp 356-359            *Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies            Case Study: <b>E-Chaupal Initiative of ITC</b>* T3- Nargundkar Rajendra, pp88-90            *Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication, Social media marketing; Location based mobile communication            Case study: <b>Celebrating Life through Kushboo Gujarat Ki</b>* case developed by Renuka Garg, M.V. Sidhpuria and Priti Garg</p>	8
III	<p>Expanded Marketing Mix:            *People – Employees' Role in Service Delivery, Service Leadership and Culture, Service Profit Chain; Emotional labour            Reading: Sharma Subhash (2013) Wisdom &amp; Consciousness from the East: Life, Living &amp; Leadership, IBA Publication, Bangalore, pp127-132            *Process – Service Blueprinting, Service Process Redesign            *Physical Evidence - Servicescape, Service Environments,            *Managing Capacity and Demand:                Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands            Case Study: <b>City bus Services</b>* R7, Apte Govind pp 285-286</p>	8
IV	<p>Service Quality and Relationship Management:            Services Quality: Gaps Model; Measuring and Improving Service Quality;            Case Study: <b>Balanced Scorecards in Managing Higher Education Institutions: An Indian</b></p>	8

	<p><b>Perspective</b>, *F5- Jauhari Vinnie and Dutta Kirti, pp 449-461  Relationship Marketing: Defining Customer Relationships; The Basics; Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; and Customer Relationship Management (CRM), complaints handling and service recovery  Case Study: <b>Cineplex Entertainment: The Loyalty Program</b>* R11- Kumar Ramesh S. pp 54-66  Case Study: <b>Service Failure and Recovery Strategies in Restaurant Sector: An Indo-US Comparative Study</b>*F5- Jauhari Vinnie and Dutta Kirti, pp279-286</p>	
V	<p>Contemporary issues in services marketing and some major services  Case Study: <b>MTV India: Cocreation using MTV Music Meter</b>*, Ahuja V. <i>Digital Marketing</i>, Oxford University Press, New Delhi, pp 381-385  Case Study: <b>Shoppers Stop: Facebook and Apps for Marketing</b>*, Ahuja V. <i>Digital Marketing</i>, Oxford University Press, New Delhi, pp 404-405  Case Study: <b>Domino's India: Building Traffic through Content Propagation</b>*, Ahuja V. <i>Digital Marketing</i>, Oxford University Press, New Delhi, pp 219-223</p> <p>Major Services:  Healthcare-Aravind EyeCare, SkyHealth Telehealth Centres  Airlines-Jet Airways  Insurance: LIC  Housing Finance Sector-HDFC  Banking-SBI</p>	8

#### Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher
T1	Lovelock Christopher, Wirtz Jochen and Chatterjee Jayanta	Services Marketing: People, Technology, Strategy	Pearson Prentice Hall
T2	Zeithaml V. A., Bitner M.J., Gremler D.D., and Pandit A.	Services Marketing: Integrating Customer Focus Across the Firm	Tata McGraw Hill
T3	Nargundkar Rajendra	Services Marketing: Text and Cases	McGraw Hill

#### Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher
R1	R. Srinivasan	Services Marketing	PHI
R2	Fitzsimmons J.A. and Fitzsimmons M.J.	Service Management: Operations, Strategy, Information Technology	Tata McGraw-Hill
R3	Clow K. E. And Kurtz D.L.	Services Marketing: Operations, Management, and Strategy	Biztantra
R4	Gronroos Christian	Service Management and Marketing: Customer Management in Service Competition	Wiley India
R5	Jauhari Vinnie and Dutta Kirti	Services: Marketing, Operations, and Management	Oxford University Press
R6	Metters R.D., Metters K.H., Pullman M., and Walton S.	Successful Service Operations Management	Thomson Learning
R7	Apte Govind	Services Marketing	Oxford University Press
R8	Godson Mark	Relationship Marketing	Oxford University Press
R9	Baran R.J., Galka R.J., Strunk D.P.	Customer Relationship Management	South-Western Cengage Learning
R10	Chowdhary N. and Chowdhary M.	Textbook of Marketing of Services: The Indian Experience	MacMillan Publishers India Ltd.
R11	Kumar Ramesh S.	Case Studies in Marketing Management	Pearson

#### 8. List of Journals / Periodicals/Magazines/Newspapers, etc.:

- ICAFI Journal of Service Management
- Journal of Services Marketing
- Journal of Services Research Social media marketing; Location based mobile communication
- Journal of Marketing

## OMK-504 DIGITAL MARKETING

**Course Objectives:** The digital revolution taking place in India has changed the way firms carry out its marketing activities. The course aims to develop necessary skills to perform marketing activities and programmes using digital platform. The course contents are expected to help the students in planning and implementing an effective digital marketing strategy for the firms they work with.

### Course Contents:

Module	Contents
1	<b>Introduction to Digital Marketing</b> – Models of Digital Marketing <b>Search Engine Optimization (SEO)</b> – Understanding the nuances of search engine, Optimizing Search Process to get website listed among top search engine results, <b>Google AdWords</b> <b>Search Engine Marketing (SEM)</b> – The role of pay per click in website listing, Placing and running advertisements on Search Engines.
2	<b>Web Analytics</b> – Measure, monitor and evaluate the web-metrics such as website traffic and campaign statistics, Making business decisions from the metrics available in Digital Media
3	<b>Email Marketing</b> – Designing email marketing campaign, Developing users / potential users list, Delivering the marketing communication to the targeted audience, Creating a bridge between offline and online database / contents, <b>Google Analytics</b>
4	<b>Social Media Marketing (SMM)</b> – Introduction to social media, integrating social media in marketing activities and programs, Product Promotion using social media
5	<b>Mobile Marketing (MM)</b> – Strategizing marketing through smart devices, Planning and executing marketing activities / programs using mobile Apps, QR codes, location and SMS.
6	<b>Content and Blog Marketing (CBM)</b> – Planning and executing effective blogs for increased audience engagement, Using white paper, brochure, and case studies for unique interaction with the target audience.
7	<b>Digital Marketing Tools</b> – Tools for developing new product, for persuading customers, for distribution, and for setting price; Applications and Tools of Digital Marketing – Drop Shipping, Print on Demand, Blogging, and Affiliate Marketing; Building E-commerce website using WordPress

### References:

1. Kotler P., Kartajay H., and Setiawan I. (2016). *Marketing 4.0: Moving from Traditional to Digital*, ISBN: 978-1-119-34120-8, Wiley, USA.
2. Kaushik, Avinsh (2009). *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*, ISBN: 978-0-470-52939-3, SYBEX, A Wiley Brand, USA.
3. Holmes, S. (2017). *Social Media Marketing 2018: How to boost your Company's Success With Facebook, Twitter, Instagram & Co.*, Open Web Learning Institute, Germany.
4. Clarke, A. (2017). *SEO 2017: Learn Search Engine Optimization with Smart Internet Marketing Strategies*, Simple Effectiveness Publishing, USA.
5. Brodie, Ian. (2013). *Email Persuasion: Captivate and Engage your Audience, Build Authority and Generate More Sales with Email Marketing*, Rainmaker Publishing, USA.
6. Reardon, Joe and Reardon Dale (2015). *Blogging: Practical Guide to Plan your Blog: Start your Profitable Home-Based Business with a Successful Blog*, Copyrighted Material, Amazon.com
- Rabazinski, C. (2015). *Google AdWords for Beginners: A Do-It-yourself Guide to PPC Advertising*, E-Book distributed by Smashwords

### 3. HUMAN RESOURCE MANAGEMENT

#### OHR-501 HUMAN RESOURCE DEVELOPMENT AND TALENT MANAGEMENT

Objective:

The purpose of this paper is to provide an in-depth understanding of the role of Human Resource Development as an HR manager and to enable the course participants to manage the Training systems and process.

Course content

Module 1	Human resource development – an overview T&D overview, Training process
Module 2	Learning process Training needs assessment
Module 3	Instruction objectives and lesson plan Training climate and pedagogy Designing training program -Developing training modules
Module 4	Training method and techniques, Coaching and mentoring, <b>Methods of Managerial development used in Indian Organizations</b> Facilities planning and training aid Training evaluation T&D and trainer's role Technological advancement in training
Module 5	Learning Organizations Career management and development Potential appraisal <b>Human Resource Development in India</b> PCMM (People Capability Maturity Model)

Reference Books:

Book title	Author	Publisher
Human Resource Development:	<b>R. Krishnaveni</b>	Excel books
Researcher's Perspective Human resource development: challenges and opportunities	<b>NeeluRohmetra</b>	Anmol Publications
Training & Development: Indian Text Edition	<b>Dr. B. Jankiraman</b>	Dreamtech Press
Human Resource Development	Werner &Desimone	Cengage Learning
Training and Developement	<b>Dr. R K Sahu</b>	Excel books
Improving Training Effectiveness	Beunet, Roger ed.	Aldershot, Gower
The Theory & Practice of Training	Bucklely R &Caple, Jim	Kogan& Page

## OHR-502 LABOUR MANAGEMENT AND INDUSTRIAL RELATIONS

### Objectives:

The objective of this course is to introduce the students to major industrial and labour laws applicable to Indian industries and to make them capable to understand legal aspects related with employment.

### Course Content:

Module 1	Growth of Industrial Labour in India Characteristic of Industrial Labour Industrial Jurisprudence Industrial Revolution in India
Module 2	Labour Policy in India, Growth of Labour Legislations in India Principles of Labour Legislation – Social Justice, Social Equity Trade Union movement in India Industrial Relations–Definition, Contents, Objectives, Participants, Aspects and Programs,
Module 3	Industrial Disputes – Forms/Types, Causes, Preventive Measures of ID Institution of Labour Welfare Officer Tripartite and Bipartite Bodies Worker’s Participation in Management Collective Bargaining Dispute Settlement Machineries – Conciliation, Arbitration, Adjudication, Industrial Peace and Industrial Harmony, Social Security.
Module 4	The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946,
Module 5	The Trade Union Act, 1926, The Factories Act, 1948

### Reference:

Book Title	Author	Publisher
Dynamics of Industrial Relations	<b>C. B. Mamoria, Satish Mamoria and S.V. Gankar</b>	Himalaya Publishing House
Hand Book of Industrial Law	<b>N. D. Kapoor</b>	Sultanchand Sons
Industrial Law	<b>P.L. Malik</b>	Eastern Book Company
Industrial Law	<b>S.N.Mishra</b>	Allah bad Law Agency

## OHR-503 ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT

### Objectives:

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioral science.

### Course Contents:

Module 1	Organization Change - an Overview Approaches to Problem Diagnosis
Module 2	Some Major Techniques of Planned Change Steps in OD, General OD Competencies, OD Skills
Module 3	Designing Interventions - Interpersonal, Team, Inter group and System
Module 4	Evaluation of OD The OD Consultant: Role, Skills and Dilemmas Success and Failure of OD
Module 5	Ethics of OD Professional Future of OD & New Perspectives in OD <b>OD practices in India</b>

### Reference:

Book Title	Author	Publisher
Developing Effective Organisation	Abad Ahmad, etc	Sri Ram Centre for Industrial Relations
Alternative Designs of Human Organisation	De Nitish	London, Sage publication
Organisation Development	French, W. H. and Bell	Prentice Hall of India
Organisation Development	Amitabh Mehta	Global India Publications
Organisation Change and Development	Kavita Singh	Pearson
Organization Development Theory, Practice and Research,	French, W H	Universal Book Stall
An Experiential Approach to Organisation Development	Harvey D. F. and Brown D. R	Prentice Hall Inc.
Consulting Styles	SinhaDharani P. etc	Vision

## OHR-504 STRATEGIC & GLOBAL HUMAN RESOURCE MANAGEMENT

### Objectives

Distinguish the strategic approach to human resources from the traditional functional approach. Understand relationship of HR strategy with overall corporate strategy. Look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks. To be more sensitive to cross-cultural issues and understanding of international approaches in dealing people in organizations.

### Course Contents:

Module 1	Business Strategy and Organizational Capability SHRM: Aligning HR with Corporate Strategy SHRM: Universalistic, Contingency and Configurational Approaches
Module 2	Strategic HR Planning Acquisition and Development Change, Restructuring and SHRM Valuating the Effectiveness of SHRM
Module 3	Concept of global HRM Global Environment of HR <b>HR challenges faced by MNCs in India</b>
Module 4	International Recruitment and Selection <b>Indian expatriates-overview</b> Cultural Factors/Issues in Performance Management Developing International Staff and Multinational Teams.
Module 5	Managing Global, Diverse Workforce HR/IR issues in MNCs and Corporate Social Responsibility.

### Reference:

Book Title	Author	Publisher
Strategic Human Resource Management	<b>Tanuja Agarwal</b>	Oxford University Press
Strategic Human Resource Management – An Indian Perspective	<b>Anuradha Sharma</b> <b>Aradhana Khandekar</b>	Response books
Strategic Management Concepts and Cases	Peter Wright et al	Prentice Hall
Strategic Human Resource Management	Jeffrey A. Mello	Thomson
International Human Resource Management	Peter J. Dowling	South Western
International Human Resource Management	<b>P L Rao</b>	Excel Books
International HRM	<b>K Aswathappa</b>	Tata Mcgrow Hill

## **4. PRODUCTION AND OPERATION MANAGEMENT**

### **OP&O-501 : APPLIED OPERATION RESEARCH**

#### **Objective:**

The course is designed to present the scope of various quantitative methods with enough specification so that the manager understands the reasoning behind the methods and is able to interpret their results.

#### **Contents:**

Linear programming , Formulation of linear optimization Models , Simplex and Transportation models ,Sensitivity testing and duality , Dynamic programming and its applications , Integer programming and combination models , Network analysis , Shortest route and other network models , waiting lines and its applications , simulation and its applications , goal programming and its application to business .

Growth of urbanization and problems of transportation ; Transport challenges and limitations ; Government activities in transportation ,Transportation systems-Planning, Operation ; Transportation Modes and their selection ,sequential Travel demand forecasting models ,Future developments in transportation ; Motor vehicle Act 1988 and its impact on urban transport system ; Emission norms.

#### **Reference:**

1. Gupta M P ,and Sharma J K , Operations research for management . New Delhi , latest edition
2. Sharma J K , Operations research : Theory and Applications , New Delhi , Macmillan India , latest edition
3. Kapoor V K , Operations research , new Delhi , sultan chand publications , latest edition
4. Gupta M P .Metropolitan Transportation system , New Delhi , national 1983
5. Dickey J.W Metropolitan Transportation Planning New Delhi , Tata McGraw Hill , Latest edition .

## **OP&O- 502 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

### **Objectives:**

- Developing an understanding of the significance of logistics and supply chain management to achieve effective supply and distribution management.
- Develop a capacity for analyzing supply chain problems on a functional, business and company-wise basis.
- Become acquainted with the realities of operating different types of production/distribution firms.

### **Course:**

- Introduction to supply chain management (SCM), (Evolution of SCM, Functional integration of logistics and operations, Coordination of material, financial and information flows)
- Performance Measures for SCM
- Issues in marketing and customer service  
... (Efficient customer response
- Planning for Uncertainty
- Product Costing for Uncertainty
- Forecasting Issues in Supply Chain Management
- Network Modeling & Strategic Lead Time Management
- Product and Process Design for SCM
- Order Processing and Inventory Control for SCM
- Transportation and Third Party Logistics
- From Vertical Integration to Virtual Integration
- SCM and Information Technology
- Transiting from Made-To-Stock to Build-To-Order
- Inter-firm Integration: Implementation Issues
- Supply Chain Management in the Indian Environment

### **Reference:**

1. Bhatt Sridhar ,” Essentials of logistics and supply chain management “ , Himalaya publishing House, 2007
2. D Simchi-Levi, P Kaminsky and E Simchi-Levi; Designing & Managing the Supply Chain; McGraw-Hill/Irwin, 2002.\*
3. Chopra, S. and Meindl, P, Supply Chain Management: Strategy, Planning and Operation, Pearson Education Asia, 2001.
4. Shapiro, J. S., Modeling the Supply Chain, Duxbury Press, 2001.
5. Magee, J.F., Copacino, W.C. and Rosenfield, D.B., Modern Logistics Management, Wiley, New York, 1995.
6. Dornier, P., Ernst, R., Fender M. and Kouvelis, P., Global Operations and Logistics: Text and Cases, Wiley, New York, 1998.
7. Tayur, S., Ganeshan, R. and Magazine, M., Quantitative Models for Supply Chain Management, Kluwer Academic Publishers, 1999.

## **OP & O - 503 :PRODUCTION PLANNING AND CONTROL**

### **Objectives :**

This course is meant to familiarize the students with various techniques useful for production planning and control.

### **Contents :**

Introduction to PPC , Basic Approaches to aggregate production scheduling , quantitative approaches to Aggregate Planning , Evaluation of Decision system and Rules for aggregate planning , Aggregate Production Inventory Policies ,Materials Requirement Planning , Batch planning and shop Loading , Safety stock policies , Mass production Flow line design system , Order delivery and Production control ,Job scheduling – Flow Shop , Job shop scheduling .

World Class Manufacturing environment ,Imperatives for success in Technology ,System approach in change in mind set ,Strategic decisions in manufacturing management ,Technology principles advocated by Eliyahn Goldfratt.

### **Reference:**

- 1.Burbidge , John L Principles of Production Control . London , Donald and Evans , latest edition
- 2.Caubang Ted C , Readings on Production Planning and Control . Geneva ILO
- 3.Greene , James H , Production and Inventory control Handbook , New York ,McGraw Hill , latest edition .

## **OP & O – 504 : TOTAL QUALITY MANAGEMENT**

### **Objectives :**

The objective of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ ) From design assurance to service assurance ; to give emphasis on international quality certification systems – ISO 9000 and other standards and their applicability in design , manufacturing ,quality control and services , to closely interlink management of quality , reliability and maintainability for total product assurance to focus on quality of services in contemporary environment .

### **Contents :**

Basic concept of Total quality (TQ) , Evolution of Total quality management ; Components of TQ loop, Conceptual approach to S.Q.C , Acceptance sampling and inspection plans , statistical process control ,Process capability studies ,Humanistic aspects of TQM, Management of QC and Z.D .Programmers ,Quality Improvement teams ; Q-7 tools ; Fault Tree Analysis ,Quality costs ,Taguchi loss Function , Functional linkages of quality with Reliability and maintainability analysis ;( FTA/FMEA)and optimum maintenance decisions ; Total Productive maintenance ( TPM) ; Quality audits ,Lead assessment and ISO – 9000 standards ; Marketing aspects of T.Q ; Total quality of services ; Total quality and safety ;Six Sigma .

### **Reference:**

1. Carruba, Eugene R and Gorden, Ronald D. Product Quality Principles: Integrating Design Assurance and Quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leavenworth, Richards. Statistical Quality Control, McGraw Hill, New York, 1991.
3. Ireson, W. G. and Coombas, C.P. Handbook of Reliability Engineering and Management, New York, McGraw Hill, 1988.

## SEMESTER VI

### OPTIONAL COURSES

#### 1. FINANCE & ACCOUNTING GROUP

##### OF&A-601 INTERNATIONAL FINANCIAL MANAGEMENT

###### Course Objectives:

- To acquaint the Participants/Students with an overview of International Financial System.
- Understanding Short and Long Term Capital Requirements of Multinational Corporations
- To acquaint with Euro currency market
- To provide understanding on management of International Tax
- To provide Perspective on Political Risk and country Risk

###### Course Contents:

Module No.	Module / Sub-Modules
I	Multinational Financial Management-An Overview Evolution the international Management and Financial System The Crash of 1994-96 and Beyond International Capital Market movement and Trend
II	Managing short term assets and liabilities - Short term financing Financing foreign trade Current Assets Management Managing Multinational Financial System Long Term Investment Decision Foreign Direct Investment Multinational Capital Budgeting Application and Interpretation
III	Cost of Capital and Capital Structure of the Multinational Firm Dividend policy of the multinational firm
III	Introduction and Features of International Bond Markets, New Instruments in International Capital Markets Syndicated Euro-credits New Issue Procedures in the Eurobond Markets GDR – ADR
IV	Taxation of the Multinational Firm Accounting Standard - AS - 21 and AS - 110
V	Political and Country Risk International Banking and Country Risk

###### Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
1	Shapiro A.C.,	Multinational Financial Management	Wiley	10 <sup>th</sup> Edition
2	Apte. P.G.,	International Financial Management.	Tata-Mcgraw Hill	Latest Edition
3	Madura Jeff	International Financial Management.	Cengage Learning	10 <sup>th</sup> Edition
4	Buckley Adrian,	Multinational Finance,	Prentice hall of India, New Delhi,	Latest Edition
5	Abdullah, F.A.	Financial Management of the Multinational Firms,	Englewood Cliffs, New Jersey,	Latest Edition
6	Levi, Maurice D.	International Finance	Tata McGraw-Hill publication company Ltd, New Delhi	Latest Edition
7.	Madhu Vij	International Financial Management.	Excel	Latest Editon

## OF&A-602: CORPORATE RESTRUCTURING AND STRATEGIC FINANCE

No.	Module Contents
1	Business Challenges for the liberalized Indian economy -Structural Analysis of Industries -Fundamentals of Strategic Management -Strategic Management in India- a Historical approach -Generic Competitive Strategy
2	<b>Introduction To Corporate Restructuring.</b> - Forms of restructuring business firms. ( <b>Ch. 1 Weston</b> ) - Types of Mergers and their characteristics. - Theories of Mergers and Tender offers - Sell- Offs and Divestitures - <b>Going private and Leveraged Buyouts as a financial strategy.</b> (Including MBOs) - Share repurchases and Exchanges as a financial strategy
3	Financing & Dividend Decisions as Strategic planning tools 1. Theory of Capital Structure, Making Capital Structure Decisions 2. Dividends as a Financial Policy (Including Models).
4	Investment and Valuation 1. Capital Budgeting Decisions under conditions of certainty 2. Valuation of Companies
5	1. ESOPs as a financial strategy for increasing shareholders wealth 2. Shareholders' Value and Corporate Governance 3. Financial Engineering as a tool to develop financial strategy Indian Case Studies

### References:

- 1) Sharma Subhash (2006), Management in New Age: Western Windows, Eastern Doors, New Age International Publishers.
- 2) Boeh, K. K., & Beamish, P. W. (2008). Mergers And Acquisition-Text and Cases. New Delhi: Sage Publications India Pvt. Ltd.
- 3) Carney, W. J. (2009). Essentials of Mergers and Acquisitions. New York: Aspen Publishers.
- 4) H.R.Machiraju. (2008). Mergers, Acquisitions and Takeovers. Delhi: New Age International (P) Ltd. Publishers.
- 5) Humphrey, J., Kaplinsky, R., & Saraph, P. V. (1998). Corporate Restructuring. New Delhi: Response Books.
- 6) Pandey, I. (2006). Financial Management (9th ed.). New Delhi: Vikas Publishing House Pvt. Ltd.
- 7) Porter, M. E. (1985). Competitive Advantage-Creating and Sustaining Superior Performance. New York: The Free Press.
- 8) Rajinder Aurora, K. S. (2011). Mergers and Acquisitions. Oxford University Press.
- 9) Ray, K. G. (2011). Mergers and Acquisitions- Strategy, Valuation and Integration. PHI Learning Pvt. Ltd.
- 10) **Weston, J. F., Chung, K. S., & Hoag, S. E. (2007). Mergers, Restructuring, And Corporate Control (2007 ed.). New Delhi: Prentice Hall of India Private Ltd.**
- 11) Weston, J. F., Mitchell, M. L., & Mulherin, J. H. (2009). Takeovers, Restructuring and Corporate Governance. New Delhi: Dorling Kindersley (India) Pvt. Ltd.
- 12) Strategic Planning for Formulation of Corporate Strategy – V. S. Ramaswamy & S. Namakumari (Macmillan India Ltd, Delhi)
- 13) Financial Management and Policy- V.K. Bhalla (Anmol Publication)
- 14) Financial Engineering – Marshal & Bansal (PHI)

## **2. MARKETING GROUP**

### **OMK-601 SALES & SUPPLY CHAIN MANAGEMENT**

#### **MODULE 1**

Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Personal selling process —negotiation, customer relationship management;

Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes;

#### **MODULE 2**

Designing and Administering Compensation Plans; Supervision of Sales men; Motivating Sales Personnel; Sales Meeting and Contests;

Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales cost and Cost Analysis.

#### **MODULE 3**

Distribution, Logistics, supply Chain Management-their role in Marketing.

Physical Distribution & Sales Transportation & Physical Distribution Elementary aspects of transportation, modes of transportation, transportation costing in relation to Marketing Transportation pricing & carrier liability.

#### **MODULE 4**

Marketing Channels & Distribution Management. Significance of marketing channels in Physical Distribution, factors influencing selection of channels, channels for new products, evaluating channel performance,

Physical distribution information centre packaging testing; Costs in physical distribution. Distribution Audit Organizational patterns in marketing channels

#### **MODULE 5**

Vertical marketing systems, Conventional-marketing channels, Voluntary & Co-operative group, franchise systems.

Channels management by channel participants Channel management by manufacturers, wholesalers, retailers, Joint channels management through partnership

#### **REFERENCES:**

1. Still, Cundiff and Govoni, Sandeep Puri; Sales Management of —Decisions, Strategies and cases. New Delhi — Prentice Hall.
2. Taff C.A.: Management of Physical Distribution and Transportation: Homewood-Richard D. Irwin.1978.
3. Janak Shah; Supply Chain Management. Text and cases; Pearson

## OMK-602 MANAGEMENT OF RETAIL BUSINESS

**Course Objectives:** The retail sector is undergoing a transformation. In the wake of the various challenges it faces like changing consumer behaviour, increased pace of e-commerce, and multichannel shopping; new business models are evolving. Big data and analytics, harnessing technology and managing supply chain operations to meet the ever evolving demands of the value conscious and digitally connected consumers has become imperative for the retailers. To provide basic understanding of the concepts and principles involved in retail business management and to help develop analytical skills towards resolution of problems in the retail sector.

### Course Contents:

Module No.	Module / Sub-Modules
I	<p><b>Understanding Retailing and the retailing environment</b></p> <ul style="list-style-type: none"><li>• What is retailing? Concept of Organized Retailing, unorganized retailing in India, Vertical Marketing System, <b>Virtual stores, AI and customer engagement</b></li></ul> <p><b>Retail Store Formats</b></p> <ul style="list-style-type: none"><li>• Classification based on types of Ownership, Merchandise stored, Pricing Strategy, Multi channel Retailing, Destination Stores and Parasite Stores</li><li>• <b>E-tailing</b></li></ul> <p><b>Readings: Flipkart: Heraldng Indian E-Commerce- Bhatia P.S. <i>Fundamentals of Digital Marketing</i>, Pearson, Noida, pp1-3</b></p> <p><b>Retail Buying Behaviour</b></p> <ul style="list-style-type: none"><li>• Buying behaviour in retailing context, Social and Cultural Group Influence, Types of Buying Decisions</li></ul> <p><b>Readings: Google India: From Keyboard to Alphabet- Bhatia P.S. <i>Fundamentals of Digital Marketing</i>, Pearson, Noida, pp81-83</b></p>
II	<p><b>Retail Strategy</b></p> <ul style="list-style-type: none"><li>• Segmenting, Targeting, Positioning, Retail Mix, Sustainable Competitive Advantage, Growth Strategy</li></ul> <p>Reading: Sharma Subhash (2016) <b>New Ideas in Strategic Thinking &amp; Management: A Knowledge Tree of New Age Mantras</b>, New Delhi, New Age International (P) ltd., pp 85-96</p> <p><b>Merchandise Planning and Management</b></p> <ul style="list-style-type: none"><li>• Decisions pertaining to Variety &amp; Assortment, Category Management, <b>Category captains</b>, National Brand, Local Brands, Private Labels</li></ul> <p><b>Pricing Strategies for Retail Business</b></p> <ul style="list-style-type: none"><li>• Elements of Retail Price, Determining the Price, Retail Pricing Policies / Strategies, <b>Dynamic Pricing</b></li></ul> <p><b>Readings: Twitter India: Monetizing Communication- Bhatia P.S. <i>Fundamentals of Digital Marketing</i>, Pearson, Noida, pp155-157</b></p>
III	<p><b>Retail Store Location</b></p> <ul style="list-style-type: none"><li>• Retail Store Locations, Traffic Flow Analysis/ Techniques for Demand Analysis</li></ul> <p><b>Retail Marketing and Communication</b></p> <ul style="list-style-type: none"><li>• The Retail Communication Mix, Integrated Marketing Communication (IMC)</li></ul> <p><b>Readings: Times Internet The Voice of News- Bhatia P.S. <i>Fundamentals of Digital Marketing</i>, Pearson, Noida, pp 200-202</b></p>
IV	<p><b>Supply Chain Management and Human Resource Management</b></p> <p>Reading-Kannabiran and Bhaumik, <i>Corporate Turnaround through effective supply chain management: the case of leading jewellery manufacturer in India</i>, Supply Chain Management: An</p>

	<p><b>International Journal, 10/5 (2005) pp 340-348</b></p> <p><b>Loyalty and Relationship Marketing:</b></p> <ul style="list-style-type: none"> <li>• Retail Store Image, and Store Loyalty</li> <li>• CRM and Customer Loyalty</li> </ul>
V	<p><b>Franchising</b></p> <ul style="list-style-type: none"> <li>• Concept of Franchising, Basics of Franchising, Franchising in India</li> </ul> <p><b>Recent Trends in Retailing</b></p>

#### Case Study/Readings:

1. **Shopper's Stop: Building a Retail Brand-** Pradhan, Swapna, *Retailing Management: Text & Cases*, Tata-McGraw Hill, New Delhi pp 549-562
2. **Big Bazaar: The Route to the Indian Mass Market-** Pradhan, Swapna, *Retailing Management: Text & Cases*, Tata-McGraw Hill, New Delhi pp593-602
3. **Shiny Provision Store: Retailing Challenges in the Indian Context-** Kumar Ramesh S., *Case Studies in Marketing Management*, Pearson
4. **Louis Vuitton in India-** Kumar Ramesh S., *Case Studies in Marketing Management*, Pearson
5. **Gili: The making of a Super Brand-** Pradhan, Swapna, *Retailing Management: Text & Cases*, Tata-McGraw Hill, New Delhi pp 585-592
6. **Indian Beauty Business: A Focus on Shahnaz Husain,** Jauhari V. And Dutta K. *Services: Marketing, Operations, and Management*, Oxford University Press, Gurgaon, pp198-206
7. **Filpkart.com-Shopping ka Naya Address,** Ahuja V. *Digital Marketing*, Oxford University Press, New Delhi, pp269-270
8. **Starbucks and Social Media-Striking a Chord with the Indian Consumer,** Ahuja V. *Digital Marketing*, Oxford University Press, New Delhi, pp 161-162
9. **Shopping Malls in India: Survival of the Fittest-** Pradhan, Swapna, *Retailing Management: Text & Cases*, Tata-McGraw Hill, New Delhi pp581-584
10. **Fast Food Retailing in India: Raising the Quality Bar,** Pradhan, Swapna, *Retailing Management: Text & Cases*, Tata-McGraw Hill, New Delhi pp522-534

#### Suggested References:

1. Pradhan, Swapna, *Retailing Management: Text & Cases*, Tata-McGraw Hill, New Delhi.
2. Levy, Michael and Barton A. Weitz, *Retailing Management*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. Berman, Berry and Evans, 9<sup>th</sup> edition, *Retail Management: A Strategic Approach*, Pearson Education
4. Nair, Suja, R., *Retail Management*, Himalaya Publishing House, Mumbai.
5. Sinha, P. K. and D. P. Uniyal, *Managing Retailing*, Oxford University Press
6. Stern – El- Ansary *Channel Management*, Prentice-Hall Ltd.
7. Sidhpuria M.V. *Retail Franchising*, Tata McGraw Hill, New Delhi
8. Gibson G. Vedamani *Retail Management*, Jaico Publishing House
9. Bajaj C., Tuli R., and Srivastava N.V. *Retail Management*, Oxford University Press

### 3. HUMAN RESOURCE MANAGEMENT

#### OHR-601 CONTEMPORARY DEVELOPMENTS IN HRM

**Objective:** The subject will provide students insight of current developments in the stream of Human Resource Management. It will also enhance student's knowledge related to current issues related to HRM.

#### Course Content:

Module 1	HR issues in Mergers & Acquisitions HRM in service sector <b>HRM in MSME sectors of India</b>
Module 2	Virtual organizations and HR Issues Human resource information systems HR matrix and analytics
Module 3	<b>Work life balance with Indian Perspective</b> Quality of work life and productivity Executive Compensation
Module 4	Managing Diversity at workplace HR outsourcing <b>Occupational health hazards in Indian industries and HRM</b>
Module 5	Counseling skills for managers Organizational Justice Emotional Intelligence

#### Reference Books

Book title	Authors	Publisher
Human Resource and Personnel Management	<b>Aswathappa, K.</b>	Tata McGraw Hill
Hrm Aspects in the Context of Mergers and Acquisitions (M&A)	Sven Brueninghaus, Kai Karsten, and Bodo Schaefer	Grin Verlag
Counseling for Managers	<b>Sing Kavita</b>	PHI Learning Pvt. Ltd.
Managing Diversity at Workplace	<b>RadhaKanwal Sharma</b>	Arcler Education Inc
Gaining Competitive Advantage Through Hrm Practices in Service Sector	<b>Vinod Singh, TarunSinghal</b>	LAP Lambert Academic Publishing
Emotional Intelligence	Daniel Goleman	Bloomsbury Publishing India Private Limited
Occupational Health Hazards and Remedies	<b>R. Mohapatra</b>	JPB

## OHR-602 LABOUR LAWS

### Objectives:

The objective of this course is to develop an understanding of various labour laws necessary for effective management of labour force.

### Course Contents:

Module 1	The Employees' Compensation Act, 1923 The Payment of Gratuity Act, 1972 The Equal Remuneration Act, 1976
Module 2	The Minimum Wages Act, 1948 The Payment of Wages Act, 1936 The Payment of Bonus Act, 1965
Module 3	The Employees' Provident Funds and Miscellaneous Provisions Act, 1952 The Employees' State Insurance Act, 1948 The Maternity Benefit Act, 1961
Module 4	The Contract Labour (Regulation and Abolition) Act, 1970. The Child Labour (Prohibition and Regulation) Act, 1986
Module 5	The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959 Shops and Commercial Establishments Act (Gujarat State

### Reference:

Book Title	Author	Publisher
A text Book of Industries Law	<b>R.C. Chawla&amp; K.C. Garg</b>	Kalyani Publishers
Industrial Law	<b>S.N.Mishra</b>	Allah bad Law Agency
Industrial Law	<b>P.L. Malik</b>	Eastern Book Company
Text Book of Labor and Industrial Laws	<b>V.N. Pandey</b>	Eastern Book Company
Dynamics of Industrial Relations	<b>C. B. Mamoria, Satish Mamoria and S.V. Gankar</b>	Himalaya Publishing House
Labour& Industrial Law	<b>S. N. Misra</b>	Central Law Publication

## **4. PRODUCTION & OPERATION MANAGEMENT**

### **OP&O -601 PURCHASING AND MATERIALS MANAGEMENT**

#### **Objective:**

The key objective of this course is to acquaint the students with decision – making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations. Cost reduction techniques in pre-purchase, purchase and post purchase systems; Modern material planning and delivery systems like MRP and JIT and material handling and logistics and systems.

#### **Contents :**

Role of purchasing and materials management – Objectives , Organization and interrelationships, determination and description Of material quality ,Material planning in Push and Pull system , MRP and JIT ;Determination and description of material quality – Receiving and Incoming quality inspection, Acceptance sampling plans , Vendor process capability ,Cost reduction techniques , Standardization, simplification & variety reduction ; value analysis and engineering, Make or buy decisions, Purchasing research, Source of supply , Price determination and Negotiation , Vendor rating , selection and Development ,Legal aspects of purchasing , public purchasing and Tendering , International purchasing – procedures and Documentation, Purchasing of capital equipment – Appraisal methods , evaluating suppliers efficiency ,stores layout, classification and codification ; material logistics ,warehousing management , Material Handling , Traffic and Transportation , Disposal of scraps ,surplus and obsolete materials , Inventory control of spare parts, Materials Information system .

#### **Reference:**

1. Ansari A. and Modarress B. JIT Purchasing, new York, Free Press, 1990.
2. Baily P. etc. Purchasing Principles and Management, London, Pitmann, 1994.
3. Burt, David N. Proactive Procurement. Englewood Cliffs, New Jersey, Prentice Hall Inc.1994.
4. Dobler, D.W. etc. Purchasing and Material Management, New York, McGraw Hill, 1990.

## **OP&O -602 SERVICE OPERATION MANAGEMENT**

### **Objectives :**

The key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy in India.

### **Contents:**

Matrix of service characteristics ,Challenges in operations management of services ;Aggregate capacity planning for service ;Facility location and layout for services ; Job design – Safety and physical environment , effect of automation ;Operations standards and work measurement ; Measurement and control of quality of services ;Dynamics of service delivery system ; Scheduling of services personnel and vehicles ; waiting line analysis ; Distribution of services ;product support services ;Maintenance of services ; Inventory control for services ; Case studies on professional services .

### **Reference:**

- 1.Collier david A , Service management :Operating decisions .Englewood cliffs, new jersey, Prentice Hall Inc , latest edition
- 2.Fitzsimmons ,James A ,and Sullivan ,Robert S. Service operations management ,New York, Mcgraw Hill
- 3.heskett ,James L,Service breakthroughs-changing the rules of the Game .New York , Free press, latest edition
4. Murdiek ,R G .Service operations management .Boston Allyn and bacon , latest edition