

M.B.A. (Full-Time) Syllabus of IPS Academy, Institute of Business Management and Research, Indore (M.P.)
(NAAC A++ Accredited, UGC Autonomous Institute)

IPS ACADEMY

Institute of Business Management and Research, Indore

(NAAC A++ Accredited, UGC Autonomous Institute)

Affiliated to Devi Ahilya Vishwavidyalaya, Indore



M.B.A (Full-Time) 2 Years Degree Program

Semester: I to IV

to be implemented from the academic session 2022-23

(As per D.A.V.V Ordinance 14)

IPS Academy, Institute of Business Management and Research, Indore

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MBA (Full Time)

w.e.f. academic session 2022-2023

Program Objectives

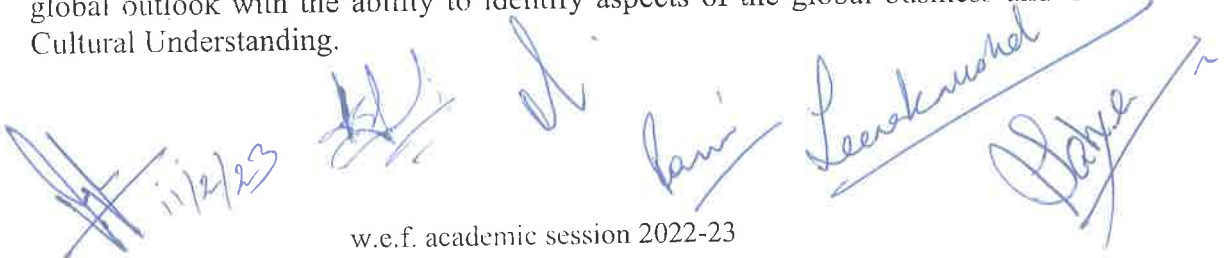
The MBA [Full Time] Program is oriented to enhance students learning and develop their skills and attitude towards Business, Market and Society as a whole. To support this aim following objectives are formulated:

1. Apply best practices to solve managerial issues.
2. Understanding of link between business and society.
3. Knowledge and skills in each functional area of management.
4. Demonstrate effective written forms of communication and oral business presentations.
5. Implement leadership skills to work effectively within diverse teams.
6. Identify and analyze ethical responsibilities of businesses.

Program/Learning Outcomes

The learning outcomes specify the knowledge, skills, values and attitudes that students are expected to attain in MBA Program as below:

- **Business Environment and Domain Knowledge (BEDK):** Economic, legal and social environment of Indian business. Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolution of business enterprises and exploring the entrepreneurial opportunities.
- **Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI):** Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.
- **Global Exposure and Cross-Cultural Understanding (GECCU):** Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.

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- **Social Responsiveness and Ethics (SRE):** Developing responsiveness to contextual social issues problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.
- **Effective Communication (EC):** Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
- **Leadership and Teamwork (LT):** Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

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MBA (Full Time) 2 Years Degree Program

Proposed Syllabus

to be implemented from the Academic Session 2022-23

Nomenclature and Course Outline

First Year

MBA (Full-Time) First Semester

S. No.	Subject Code	Course Type	Subject Name	Course Credit	Cumulative Course Credit
1	MC-101	Core	Principles and Practice of Management	3	3
2	MC-102	Core	Quantitative Techniques	3	6
3	MC-103	Core	Accounting For Managers	3	9
4	MC-104	Core	Managerial Economics	3	12
5	MC-105	Core	Business Environment #	3	15
6	MC-106	Core	Organization Behavior	3	18
7	MC-107	Skill Enhancement	Business Communication	3	21
8	MC-108A	*General Elective	It & E-Business Fundamentals	3	24
	MC-108B		Retailing & E-Tailing		
9	MC-109	Virtual Credit	Comprehensive Viva-Voce	4	
Total credits up to first semester					24

*Choose any one from General Elective.

MBA (Full-Time) Second Semester

S. No.	Subject Code	Course Type	Subject Name	Course Credit	Cumulative Course Credit
1	MC-201	Core	Operations Research	3	27
2	MC-202	Core	Operations Management	3	30
3	MC-203	Core	Entrepreneurship	3	33
4	MC-204	Core	Financial Management	3	36
5	MC-205	Core	Marketing Management	3	39
6	MC-206	Core	Human Resource Management	3	42
7	MC-207	Skill Enhancement	Business Research Methods	3	45
8	MC-208A	*General Elective	Business Ethics & Indian Ethos in Management	3	48
	MC-208B		Foreign Trade Policy & Procedures		
9	MC-209	Virtual Credit	Comprehensive Viva-Voce	4	
Total credits up to second semester					48

*Choose any one from General Elective.

Second Year

MBA (Full-Time) Third Semester

Third Semester				
Subject code	Course Type	Subject Name	Course Credit	Cumulative Course Credit
COMPULSORY SUBJECTS*				
MC-301	Core	Supply Chain Management	3	51
MC-302	Core	Project Management	3	54
MC-306	Project Work	Major Research Project	4	58
MC-307	Virtual Credit	Comprehensive Viva-Voce	4	

ELECTIVES COURSES (SELECT ANY TWO ELECTIVE GROUPS)				
ELECTIVE GROUP-I: MARKETING MANAGEMENT				
Subject code	Subject Name	Course Credit	Cumulative Course Credit	
MC-303M	Product And Brand Management	3	Credits for Compulsory Subjects* up to III sem.: 58	
MC-304M	Advertising And Digital Marketing	3		
MC-305M	Sales And Distribution Management	3		
ELECTIVE GROUP -II: FINANCIAL MANAGEMENT				
Subject code	Subject Name	Course Credit		
MC-303F	Tax Planning and Management	3		
MC-304F	Indian Financial Systems	3		
MC-305F	Bank And Insurance Management	3		
ELECTIVE GROUP -III: HUMAN RESOURCE MANAGEMENT				
Subject code	Subject Name	Course Credit		
MC-303H	Industrial Relations and Legislations	3	Credits for Electives in III Sem.: 18	
MC-304H	Human Resource Development & Audit	3		
MC-305H	Social Psychology	3		
ELECTIVE GROUP -IV: INFORMATION TECHNOLOGY				
Subject code	Subject Name	Course Credit		
MC-303I	Web Design and Technology	3		
MC-304I	Management Information System	3		
MC-305I	RDBMS Using Oracle	3		
ELECTIVE GROUP -V: PRODUCTION AND OPERATIONS MANAGEMENT				
Subject code	Subject Name	Course Credit		
MC-303P	Technology Management	3	Total Credits up to III Sem.: 76	
MC-304P	Product Innovation and Operations Planning	3		
MC-305P	Purchase And Material Management	3		
ELECTIVE GROUP -VI: BUSINESS ANALYTICS				
Subject code	Subject Name	Course Credit		
MC-303B	Introduction To Business Analytics	3		
MC-304B	Predictive Modeling	3		
MC-305B	Statistical Programming In 'R'	3		

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MBA (Full-Time) Fourth Semester

Fourth Semester				
Subject code	Course Type	Subject Name	Course Credit	Cumulative Course Credit
COMPULSORY SUBJECTS*				
MC- 401	Core	Business Legislation	3	61
MC- 402	Core	Strategic Management	3	64
MC- 406	Virtual Credit	Comprehensive Viva-Voce	4	

ELECTIVES COURSES (SELECT ANY TWO ELECTIVE GROUPS)					
ELECTIVE GROUP-I: MARKETING MANAGEMENT					
Subject code	Subject Name		Course Credit	Credits for Compulsory Subjects* up to IV sem.: 64	
MC- 403M	International Marketing		3		
MC- 404M	Service And Retail Marketing		3		
MC- 405M	Consumer Behavior and Rural Marketing		3		
ELECTIVE GROUP-II: FINANCIAL MANAGEMENT					
Subject code	Subject Name		Course Credit		
MC-403F	International Finance		3		
MC-404F	Financial Derivatives and Risk Management		3		
MC-405F	Investment Analysis and Portfolio Management		3		
ELECTIVE GROUP-III: HUMAN RESOURCE MANAGEMENT					
Subject code	Subject Name		Course Credit		
MC- 403H	Compensation Management		3		
MC- 404H	Training And Development		3		
MC- 405H	Organization Development		3		
ELECTIVE GROUP-IV: INFORMATION TECHNOLOGY					
Subject code	Subject Name		Course Credit		
MC-403I	Operating System & And Their Utilities		3		
MC-404I	PHP Programming and Java Scripts		3		
MC-405I	Mobile Computing and Its Applications		3		
ELECTIVE-V: PRODUCTION AND OPERATIONS					
Subject code	Subject Name		Course Credit		
MC-403P	Logistics Management		3		
MC-404P	Total Quality Management		3		
MC- 405P	Enterprise Resource Planning		3		
ELECTIVE-VI: BUSINESS ANALYTICS					
Subject code	Subject Name		Course Credit		
MC-403B	Data Visualization for Managers		3		
MC-404B	Spread Sheet Modeling		3		
MC-405B	Applications Of Modeling in Business		3		
			Total Credits: 100	Credits for Electives in IV sem.: 36 (18+18)	
			Total Credits up to IV Sem.:100		

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MC-101 PRINCIPLES AND PRACTICE OF MANAGEMENT

COURSE OBJECTIVE

Course Type: Core

The course is aimed at delivering an insight in to the field of management. The course aims at explaining various concepts of management and contemporary management practices, highlighting the functions and responsibilities of the manager, making the students aware about professional challenges faced by the managers and acquainting the students with the tools and techniques that are used for handling the challenges of managerial jobs along with an understanding of the work environment.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After studying the course, the students would be able to gain:

- CO 1. Understanding of various management concepts functions and practices.
- CO 2. Understanding of the role of managers.
- CO 3. Learn about integrating management practices in work environment.
- CO 4. Enhance their decision-making through the use of analytical skills of management.

COURSE CONTENTS

UNIT I

Concept of Management: Concept and Nature of Management, Functions and Responsibilities of Managers, Management Thoughts – Fayol, Taylor & Weber's Contribution to Management, The Classical School, the Human Relations School, Systems Theory, Contingency Management, Developing Excellent Managers.

UNIT II

Planning and Concept of Objectives: Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning, Objectives (Nature and Types), MBO (Process, benefits and limitations).

UNIT III

Strategies and Policies Strategic Planning (Concept, Types and Process) and its Models (TOWS Matrix, Porter's Generic Competency Model), Forecasting, Decision Making Nature, Types & Scope of Managerial Decision-Making process, Models of decision making, Policy and its types, Principles of policy formulation.

UNIT IV

Organizing Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization.

UNIT V

Directing and Staffing Concept, Importance and Elements of Directing, Direction Process, Principles of effective direction, Leadership. Staffing Concept, Importance and Steps, Knowledge Worker.

UNIT VI

Controlling Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.

UNIT VII

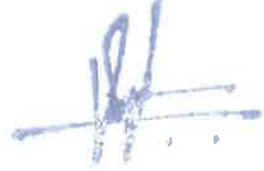
Contemporary Management Issues and its Challenges Cross cultural issues in management- Diversity and the new work force, Organization ethics and social responsibility, New ways of managing the workforce- Neuro managing, Globalization and its complexity, Service economy, Management communication and technology, Knowledge management and knowledge economy.

TEXT READINGS

1. Essentials of Management –Horold Koontz, O'Donnell and Heinz Wehrich, New Delhi, Tata McGraw Hill, Latest Edition.
2. Organization and Management R.D. Agrawal, New Delhi, Tata McGraw Hill, Latest Edition.
3. Principles and Practices of Management - Dr. T.N. Chhabra ,DelhiDhanpat Rai & Co, Latest Edition.

SUGGESTED READINGS

1. Management: A Global Perspective - Horold Koontz, Heinz Wehrich, New Delhi Tata McGraw hill, Latest Edition.
2. Management - Stephen Robbins, New Delhi Pearson, Latest Edition.
3. Principles of Management - Richard L Daft, India, New Delhi :Cengage Learning, Latest Edition.
4. Management Theory and Practice - P. Subba Rao, Mumbai: Himalya Publication House Pvt. Ltd, Latest Edition.
5. Management - Robert Krietner. Houghton Mifflin CO. Latest Edition.



MC-102 QUANTITATIVE TECHNIQUES

COURSE OBJECTIVES

Course Type: Core

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 ends semester examination. There will be 40 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written tests and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The Semester Examination will be worth 60 marks. It will have two sections, A and B. Section A will contain four questions from Part I Business Mathematics. Similarly, Section B will contain four questions from Part II-Business Statistics. A student will be required to attempt any five questions with a minimum of two questions from each section. The questions will contain theoretical as well as numerical and/or cases/ practical problem(s). All questions will carry equal marks.

COURSE OUTCOMES

After completion of the course the students should be able

CO1. To prepare students for lifelong learning and successful careers using their mathematical and statistical skills.

CO2. To develop decision making skills pertinent to the practice of mathematics and statistic including the students' abilities to formulate problems, to think creatively, and to synthesize information.

CO3. To train students thoroughly in methods of analysis and algebra, including the computational skills appropriate for mathematicians to use when solving problems.

CO4. To teach students to use current mathematical and statistical concepts and data analysis techniques for problem solving.

COURSE CONTENTS

PART I – BUSINESS MATHEMATICS

UNIT I

Sets and Functions: Venn diagram and its applications, Operations on sets, Cartesian product of sets. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential). Business Applications of Sets and Functions.

UNIT II

Differentiation concepts: Derivatives of algebraic function, derivatives of sum, difference, product and quotient (algebraic functions), Maxima and Minima- Concept and Uses. Applications of differentiation in economic and managerial problems.

UNIT III

Integration Concepts: Elementary integration for algebraic functions, Simple definite integrals for algebraic functions, Economic Application, Consumer Surplus and Producer Surplus.

UNIT IV

Matrices and Determinants with Business application: Matrices, Types of matrices, operations on matrices, Adjoint of matrix, Inverse of a matrix, Elementary row operations. Solution of simultaneous linear equations, Input/Output analysis.

PART II – BUSINESS STATISTICS

Statistical Preliminaries-

Measures of Central Tendency: Mean, Median, Mode.

Measures of Dispersion: Dispersion – Range - Quartile deviations, Mean deviation, Standard Deviation -Properties of standard deviation, Coefficient of Variance.

(Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

UNIT V

Probability and Probability Distributions: Introduction of Probability, Definition of probability, Addition Theorem, Multiplication Theorem, Bayes Theorem, Conditional Probability, Introduction to Probability Distributions - Discrete probability distributions - Continuous probability distributions (Binomial Distribution, Poisson Distribution, Normal Distribution).

UNIT VI

Correlation Analysis: Introduction, Correlation - Causation and Correlation - Types of Correlation -Measures of Correlation - Scatter diagram - Karl Pearson's correlation coefficient, Probable Error, Spearman's Rank Correlation Coefficient.

UNIT VII

Regression Analysis - Concept, Least Square Method for Linear and Non-Linear Equations. Solving two lines of Regression and properties of Regression coefficients.

UNIT VIII

Time Series Analysis: Components of Time series, Additive and multiplicative models, Measurement of trend by moving averages and by least square methods. Construction of seasonal indices by sample averages and ratio to moving averages.

UNIT IX

Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

TEXT READINGS

1. J.K. Sharma, "Mathematics for Management and Computer Applications", Galgotia Publication, Latest Edition.
2. R. K. Ghosh and S. Saha, "Business Mathematics and Statistics", New Central Book Agency, Latest Edition.
3. Bharat Jhunjhunwala, "Business Statistics", S. Chand Publications, Latest Edition.
4. Anderson, "Statistics for Business & Economics", Cengage Learning, India, Latest Edition.
5. Ajay Goel and Alka Goel, "Mathematics and Statistics", Taxmann's Publication, Latest Edition.
6. David Levine, T. Krenbil, P.K. Viswanathan, "Business Statistics", Pearson Education, Latest Edition.
7. R.P. Gupta and Pratibha Gupta, "Business Mathematics", Galgotia Publication, Latest Edition.
8. R.S. Bhardwaj, "Mathematics and Statistics for Business", Excel Book Publication, Latest Edition.
9. S.C. Gupta, "Business Statistics", Himalaya Publication House, Latest Edition.
10. T.N. Srivastava, "Statistics for Management", TMH, Latest Edition.

SUGGESTED READINGS

1. J. N. Kapur and H. C. Saxena. "Mathematical Statistics", New Delhi, Sultan Chand and Company Ltd., Latest Edition.
2. R. Jayprakash Reddy and Y. Mallikaryanna Reddy, "A Text book of Business Mathematics", New Delhi, Ashish Publishing House, Latest Edition.
3. K. B. Dutta, "Matrix and Linear Algebra", New Delhi, PHI Learning, Latest Edition.
4. D. C. Sancheti and V. K. Kapoor, "Statistics: Theory, Methods and Applications", New Delhi: Sultan Chand and Sons, Latest Edition.
5. D.N. Elhance, Veena Elhance and B. M. Aggrawal, "Fundamentals of Statistics", Allahabad: Kitab Mahal, Latest Edition.

MC-103 ACCOUNTING FOR MANAGERS

COURSE OBJECTIVES

Course Type: Core

The objective of this course is to acquaint the students with the basic concept of Financial, Cost, and Management Accounting and further to develop understanding of Accounting for Managers for Decision Making.

EXAMINATIONSCHEME

The student shall be evaluated on two components: 40 internal 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 12 marks, will consist of four theory questions, out of which students will be required to attempt any two questions. Section B, worth 48 marks, will have six numerical/practical problems, out of which a student will be required to attempt any four questions

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After the completion of the course the students should be able to

CO1. Get acquainted with with the basic concept of Finance, Cost, and Management Accounting.

CO2 Prepare financial statements in accordance with Generally Accepted Accounting Principles.

CO3. Develop critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.

CO4. Demonstrate the ability to communicate accounting data effectively, as well as the ability to provide knowledgeable recommendations.

COURSE CONTENTS

Part I: Financial Accounting

UNIT I

Basic Accounting Concepts and Fundamental Conventions, Accounting Standards – IND, AS and IFRS.

UNIT II

Concept of Double Entry System, Basic knowledge of Accounting Process: Journal, Ledger, Trial Balance, Implications of GST.

UNIT III

Depreciation and its importance in Decision-Making, Straight-Line Method and Written Down Value Method.

UNIT IV

Preparation of Final Accounts with Adjustments.

Part II: Cost Accounting

UNIT V

Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs, Cost Control and Cost Reduction.

UNIT VI

Managerial Uses of Unit Costing, Contract Costing, Process Costing.

Part III: Management Accounting

UNIT VII

Basic Management Accounting Concepts, Relationship with Financial Accounting and Cost Accounting.

UNIT VIII

Standard Costing and Variance Analysis, Budgeting and Budgetary Control – Fixed, Flexible and Cash Budget.

UNIT IX

Introduction to Corporate Accounting – Issue of Shares and Debentures.

TEXT READINGS

1. P.C. Tulsian, Financial Accounting, Pearson, Latest Edition.
2. S.N. Maheshwari, Introduction to Accountancy, New Delhi, Vikas Publishing House, Latest Edition.
3. Hansen, Management Accounting, Cengage Learning, India, Latest Edition.
4. M Y Khan, P K Jain, Management Accounting-Text ,Problems& Cases, Mc Graw Hills, Latest Edition.
5. N. Ramchandran and Ramkumar Kakani, Financial Accounting for Management, New Delhi, Tata-Mac Graw-Hill, Latest Edition.
6. Paresh Shah, Basic Financial Accounting for Management, New Delhi, Oxford University Press, Latest Edition.
7. Anthony Robert N., Hawkins David F., Merchant Kenneth N., Accounting Text and Cases, Tata McGraw Hill Publication, New Delhi, Latest Edition.



8. O.S. Gupta and Pankaj Kothari, Accounting for Managers, New Delhi, Frank Bros. & Co., Reprint, Latest Edition.
9. Banerjee, Financial Accounting, PHI, Latest Edition.
10. M.N. Arora, Cost Accounting: Principle & Practices, Vikas Publishing House, Latest Edition.
11. Dr. S. P. Gupta, Management Accounting, Sahitya Bhawan Publication, Latest Edition.

SUGGESTED READINGS

1. Paresh Shah, Management Accounting, 1st edition ,Oxford University Press, Latest Edition.
2. John Wild, Financial Accounting Information for Decisions, New Delhi, Tata-Mac Graw-Hill, Latest Edition.
3. James Jambalvo, Managerial Accounting, Wiley India, Latest Edition.
4. S.N. Maheshwari and S. K. Maheshwari, A Text Book of Accounting for Management, New Delhi, Vikas Publishing House, Latest Edition.
5. Louderback, Managerial Accounting, Cengage Learning, India.
6. S.K. Bhattacharyya, Accounting for Managers, Vikas Publishing House Pvt. Ltd, Latest Edition.
7. Rajesh Kothari, Abhishek Godha, Management Accounting, Concepts and Applications, Macmillan India Limited, Latest Edition.
8. Grewal, T.S., Double Entry Book-Keeping, Sultan Chand, New Delhi, Latest Edition.



MC-104 MANAGERIAL ECONOMICS

COURSE OBJECTIVES

Course Type: Core

The objective of this course is to help the students gain understanding of different aspect of managerial economics and also the functions and responsibilities of the manager with a focus on micro economic concepts.

EXAMINATION SCHEME

Students shall be evaluated on two components: 40 internal and 60 end semester examination. There will be 40 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections A and B. Section A worth 36 marks will have six theory questions out of which students will be required to attempt any four questions. Section B carrying 24 marks will contain one or more cases (or cases/practical OR Numerical problems)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1 Demonstrate knowledge of fundamental managerial concepts and principles including analysis of difference and interrelation between micro and macroeconomics.
- CO2 Acquaintance with the necessary analytical tools to analyze decision making by individual consumers and firms such as demand, supply, pricing and resource allocation.
- CO3 Understand the economic basis for business characteristics and market imperfections.
- CO4 Demonstrate detailed understanding of macroeconomics for management and also new economic policies.

COURSE CONTENTS

UNIT I

Introduction: Definition of Economics, Micro and Macro economic theories, Relationship between Micro and Macroeconomics, Managerial and Business economics, Scope of managerial economics and its relationship with Statistics, Mathematics, Accounting and Operation Research, Optimisation techniques: Concepts and techniques.

UNIT II

Demand Theory: Concept of Demand, Factors affecting demand, Demand Functions, Price of commodity and demand, shift in demand curve, Income and demand, Income and substitution effects, other factors affecting demand, demand forecasts. Laws of Supply, Elasticity of Demand.

UNIT III

Production and Costs: Fixed and Variable inputs, Short and long run fixed and variable proportions, returns to scale, causes of increasing and decreasing returns to scale, Cost curve, choosing the least cost input combination.

UNIT IV

Theory of Firm and Market Structures: Modern Theories of Profit, Profit Maximization, Sales Maximization, Organizational Slack, Ownership and Control, Perfect Competition, Monopoly, Oligopoly, Imperfect Competition.

UNIT V

Macroeconomics for Management: Determinants of GNP/GDP, Consumption Saving and Investment, Inflation, Trade Cycles, Monetary Policy, Fiscal Policy.

UNIT VI

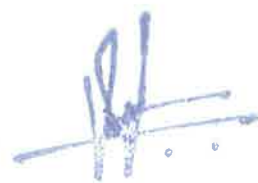
New Economic Policy-1991; Liberalization, Privatization, Globalization, Impact on business and impact of global shocks (general discussion on Global Financial Crisis and demonetization).

TEXT READINGS

1. D.N. Diwedi, "Management Economics", Vikas Publications, Latest Edition.
2. Adhikari M., "Managerial Economics", N.D. Khalsa Pub, New Delhi, Latest Edition.
3. Baumol W, "Economic Theory and Operations Analysis", Latest Edition
4. David J.R. & Chang Simen, "Managerial Economics", Prentice Hall, New Delhi, Latest Edition.
5. H.C. Petersen - Managerial Economics, Latest Edition.

SUGGESTED READINGS

1. G.S. Gupta, "Managerial Economics", TMH, New Delhi, Latest Edition.



MC-105 BUSINESS ENVIRONMENT

COURSE OBJECTIVES

Course Type: Core

The course is aimed at delivering an insight into the field of business and environment surrounding it through the following objectives:

- To familiarize the students with the business environment prevailing in India and in the world to help them understand its implications to business.
- To acquaint the students with the emerging issues in business at National and International Level in the light of new economic policies.
- In today's dynamic world it is mandatory to have primary knowledge of the immediate environment in which business is conducted.
- With the dawn of liberalization, privatization and globalization it has become very important to get an insight in the work paradigms and international trade bodies which are updated time to time.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After studying Business Environment Course, the students would be able to:

- CO 1. Enable the understanding of business and environment as one and separate entities.
- CO 2. Learn about different theories, approach style, modes of entry, various government initiatives and international bodies for Practical implication in the Indian context.
- CO 3. In depth knowledge of economic policies, and changes made to them and reforms since independence.
- CO 4. Integrate business environment principles and strategies into business practices (Domestic and international) for growth and sustainability of economic environment.

COURSE CONTENTS

UNIT I

Business Environment: Concept, Significance and Nature of Business Environment; Elements of Environment -Internal and External, Type of Environment (Economic, Socio-Cultural, Political, Legal & Technological), Changing Dimensions of Business Environment. Problems and Challenges of Indian Business Environment.

UNIT II

Economic Planning & Development: Economic Environment: Nature of Economy, Structure of the Economy, Economic Conditions, Problems & Challenges of Indian Economy and Suggestions, NITI (National Institution for Transforming India) Aayog- Objectives and Strategy, Rural Development Efforts, NGO Sector in India, Current Economic trends in India

UNIT III

Indian Financial System: Monetary and Fiscal Policy, Economic Planning with reference to last 3 Plans, Industrial Policy, Foreign Trade Policy, RBI, SEBI, Banks Reform, Inflation, Relevant Case Study.

UNIT IV

India & The World: Liberalization, Privatization, Disinvestment & Globalization-Concept & Impact on India, India's Export and Import, EXIM Policy, Foreign Direct Investment in India -its impact on Indian economy.

UNIT V

International Trade: Balance of Payment-Concept, Disequilibrium in BOP, Methods of Corrections, Trade Barriers and Trade Strategy, Free Trade vs. Protection, World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Euro Currency.

UNIT VI

Strategies for going Global: International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Trading Blocks, Their Objectives, WTO Origin, Objectives, Organization Structure and Functioning, WTO and India, Impact of WTO and Indian Business.

UNIT VII

Multinational Corporations: Meaning and Dimensions, Globalization Stages, Foreign Market Entry Strategies, Pros and Cons of Globalization of Indian Business.

TEXT READINGS

1. Essentials of Business Environment – Latest edition, K Aswathapa, Himalaya Publishing House, Mumbai.
2. Indian Economy – Latest edition, S. K. Misra V. K. Puri, Himalaya Publishing House, Mumbai.
3. Business Environment – Latest edition, Francis Cherunilum, Himalaya Publishing house
4. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, Latest Edition.

SUGGESTED READINGS

1. Justin Paul, **Business Environment: Text & Cases**, New Delhi, Tata McGraw Hill, Latest Edition.
2. Govt. of India, Latest Economic Survey.



MC-106 ORGANIZATION BEHAVIOR

COURSE OBJECTIVES

The Objective of this course is to help students to understand human Behavior in organizations so that they improve their managerial effectiveness.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After the completion of the course the students should be able to:

- CO1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of OB.
- CO2. Demonstrate competence in development and problem solving in the area of management.
- CO3. Analyze the key issues related to administrating the human elements such as Perception, Learning, Motivation, Leadership, Team Building and others.
- CO4. Know the meaning of terminology and tools used in managing employees effectively.

COURSE CONTENTS

UNIT I

Foundations of Individual Behavior: The organization and the individual: Personality: Determinants and Attributes, Attitudes, Learning and Learning Theories, Perception, OB models

UNIT II

Motivation: Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behavior Modification

UNIT III

Foundations of Group Behavior and Conflict Management and Negotiation: Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations

Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation Process, Bargaining Strategies

UNIT IV

Emotional Intelligence and Leadership: Nature and Significance of leadership, leadership in different cultures, leadership theories and Styles: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Path Goal theory, Recent Development in Leadership Theory.

Emotional intelligence: Framework of Emotional Intelligence, EI implications for an individual and managerial effectiveness.

UNIT V

Organizational Culture and Organizational Change: Concept, Relationship of Culture with organizational behavior, Levels of organizational culture, Analyzing, managing and changing organizational culture, Implications for managers at national and global level. Forces for Change, Resistance to Change, Approaches to managing organizational change.

UNIT VI

Time Management and Stress Management: Stress, Work Stress and its Management, Concept of Time Management, Barriers to Effective Time Management, Tools and Techniques for Effective Time Management.

TEXT READINGS

1. Stephen P. Robbins, Timothy A Judge, Seema Sanghi "Organizational Behavior", Pearson Education, Latest Edition.
2. Nelson, Organizational Behavior, Cengage Learning, India, Latest Edition.
3. R. S. Dwivedi, "Human Relations and Organizational Behavior: A Global Perspective", Macmillan, Latest Edition.
4. Jerald Greenberg and Robert A Baron, Behavior in Organizations, PHI Learning, Latest Edition.
5. Hitt, Millar, Colella, Organizational Behavior A Strategic Approach, Wiley India, Latest Edition.



SUGGESTED READINGS

1. Fred Luthans, "Organizational Behavior", New York, McGraw Hill, Latest Edition.
2. Udai Pareek, Understanding Organizational Behavior, Oxford Higher Education, Latest Edition.
3. John W. Newstrom and Keith Davis, "Organizational Behavior: Human Behavior at Work" New Delhi, Tata McGraw Hill, Latest Edition.
4. Jai B P Sinha, Culture and Organizational Behavior, Sage Publication, Latest Edition.
5. Kavita Singh Organizational Behavior Text and Cases, New Delhi, Pearson Education, Latest Edition.
6. M.N. Mishra, Organizational Behavior, Vikas Publishing House, Reprint, Latest Edition.



MC-107 BUSINESS COMMUNICATION

COURSE OBJECTIVES

Course Type: Skill Enhancement

The objective of the course is

1. To create awareness and sensitize management students towards the significance of effective communication skills and its role in business
2. To acquire the basics of Business Communication
3. To hone up different skills of effective communication viz. listening, speaking, reading and writing of management students
4. To sensitize the students towards the imperative need for developing interpersonal and group communication and enable them to overcome to certain extent the challenges in effective communication with different stakeholders
5. To evaluate their skills on a comprehensive parameter of listening, speaking and writing

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After the completion of the course the students should be able

- CO 1. To effectively communicate at both interpersonal and at organizational levels, with all the stakeholders of the organization
- CO 2. To converse effectively in the basic formats, and styles of business writing so that he/she will be thoroughly prepared to take part in real-world business situations
- CO 3. To respond appropriately in a confident and concise style (oral and written) in a given situation
- CO 4. To identify and apply effective usage of the requisite skill in a given business set-up

COURSE CONTENTS

UNIT I

Basics of Communication: Define Communication and its objectives in a business set up, Distinguish between Business Communication and General Communication; Principles of Effective Communication; Process of Communication explained through various Models and its examples, Importance of Feedback and critique; Barriers to effective communication

UNIT II

Communication Networks: Channels of Communication: Formal - Upward, Downward, Lateral; Informal – Grapevine, Advantages and Disadvantages of grapevine; Comparing Formal and Informal Channels in various situations; Verbal Communication: significance of choice of words and style of communication, significance of language as an essential tool for communication; Non-Verbal Communication: Importance of non-verbal communication, Kinesics, Proxemics, Paralanguage; Cultural differences in Non-Verbal Behavior

UNIT III

Factors affecting Communication: Barriers to Effective Communication and ways to overcome them; Listening: Importance of Listening, Types of Listening, activities to develop listening Skills; Barriers to Listening and overcoming them, workshop on Understanding the relevance and effectiveness of communication through Transactional Analysis
(Activity –based)

UNIT IV

Business Writing: Basic patterns of business letters: Cover letters, Applications, Sales and Credit letters, etc.; Directness in good news and neutral situations; Indirectness in bad news and persuasive messages; E-mails, Memos and Circulars; Writing Reports and Proposals.

UNIT V

Resume Writing :Types of resumes viz. Chronological, Functional/ Skill-based, Combination and Targeted; Understanding the advantages and disadvantages of the same; tailoring the content to suit the requirements; Significance of writing resumes for internship and recruitment purposes;
(Handout based)

UNIT VI

Presentation Skills: Preparing for and conducting Presentations; Designing and delivering online Presentations; Interviewing and being interviewed; Group Discussions; Speeches and Public Speaking; Situation specific role plays as relevant to the discipline
(Assignment based)

UNIT VII

Reading Comprehension: Understanding the significance of reading and comprehension; Understanding the value of significant reading to develop the ability to comprehension and critical insight; Developing language proficiency and enhance vocabulary and grammar
(Handout based)

TEXT READINGS

1. Penrose, Business Communication for Managers, Latest edition, Cengage Learning, India
2. P.D. Chaturvedi, Business Communication Concepts Cases & Applications, Latest edition, Pearson Education.
3. Raymond V. Lesiker, Business Communication – Connecting in a Digital World, McGraw Hill Education, Latest edition, New Delhi.
4. Debashish & Das, Business Communication, PHI, Latest edition.
5. Courtland L. Bovee Business Communication Today, Latest edition.
6. Agarwal Rohini, Business Communication Organization and Management, New Delhi: Taxmann Publication, Latest edition.

SUGGESTED READINGS

1. Asha Kaul, Business Communication, Latest edition, PHI Learning
2. Courtland L. Bovee, Techniques of Writing Business Letters, Memos and Reports, Jaico Publishing House, Latest edition.
3. Krizan, Effective Business Communication, Latest edition, Cengage Learning, India.
4. Madhukar, Business Communication, Vikas Publishing House, Latest edition.
5. Sushil Bahl, Business Communication Today, Response Books, Reprint, Latest edition.
6. Meenakshi Raman & Prakash Singh Business Communication, Oxford Higher Education, Latest edition.



MC-108A IT& E-BUSINESS FUNDAMENTALS

COURSE OBJECTIVES

Course Type: General Elective 1

The objective of this course is to help the student acquire the basic knowledge of Information Technology and e-Business Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have 20 marks for external viva-voce and 40 marks for the written examination that will have the theory and practical problems. 7 to 8 questions will be asked, out of which students will be required to attempt any 5 questions.

COURSE OUTCOMES

After the completion of the course the students should be able

- CO1. To understand basics of Information Technology and E-Business fundamentals.
- CO2. To gain knowledge of Computer fundamentals and applications of MS-Office in business.
- CO3. To have awareness of E-business, Cyber security threats & other related issues.
- CO4. To Learn optimum uses of e-resources like websites, search engines, shopping sites, etc.

COURSE CONTENTS

UNIT I

Introduction to Computer: Hardware: Input / output devices, storage devices and memory. Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Internet: Concepts & Services, Hardware and software requirements, type of Internet connections Operating Systems WINDOWS XP: Basic Operations, utilities and features.

UNIT II

Application Software (MS-Office)

1. MS Word: word basics, formatting text and documents, introduction to mail merge & macros.



2. MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects.
3. MS PowerPoint: PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard.

UNIT III

E-Business: Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

UNIT IV

E-Business Models: Elements of Business models, B2B, B2C models Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment

UNIT V

Security Environment: Security Threats, Technology Solutions, Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce.

UNIT VI

Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI

UNIT VII

Online Marketing Concepts: Process, Marketing Communication, Marketing Tools. Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business, Making Money on net, Web portals and vortals concepts. Introduction Search Engine Optimization

TEXT READINGS

1. Ravi Kalakotta & Whinston B., “Frontiers of E-Commerce”, Pearson Education, Reprint, New Delhi, Latest Edition.
2. R. Kalakotta & M. Robinson, “E-Business: Roadmap for Success”, Pearson Education Reprint, New Delhi, Latest Edition.
3. Rayudu C. S. e-Business, Himalaya Publishing House, Latest Edition.
4. Daniel Amor, “The E-Business (R) Evolution”, PHI Learning, New Delhi, Latest Edition.
5. Hanson, E-Commerce & Web Marketing, Cengage Learning, India, Latest Edition.
6. Kamlesh K. Bajaj & Debjani Nag, “E-Commerce”, Tata McGraw Hills, New Delhi, Latest Edition.
7. Joseph, E-commerce, Indian Perspective, PHI, Latest Edition.
8. Murthy C. S. V., e-Commerce, Himalaya Publishing House, Latest Edition.

9. Sinha and Sinha, Computer Fundamentals, BPB Publications, Latest Edition.
10. R.K. Taxali PC Software for windows Made Simple, Tata McGraw Hills, New Delhi, Latest Edition.
11. Sumitabha Das, Unix concepts and applications, Tata McGraw Hills, New Delhi, Latest Edition.



MC-108B RETAILING & E-TAILING

Course Objective

Course Type: General Elective 2

The objectives of this course are to expose the students to various aspects of retail sector of India along with growing and emerging scenario. Also, to equip students with best retail management practices and strategies.

Examination

The student shall be evaluated on two components: 40 internal and 60 end-semester examinations. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Course Content

- 1. Concept of Retailing:** Nature, Scope, History, Retail Institutions, Types, Retail Management Process, Indian Retailing Scenario, Retail Managers – Roles, Skills and Scope, Evolution of Management Theory, Organizational Environment in Retail Sector, Ethical Issues in Retailing Job Opportunities in Retail Industry- Personality Traits of Retailers, Retail Entrepreneur, Employment Opportunities, Internationalization and Globalization of Retailing.
- 2. Retail Management:** Introduction, Classification of Retail Organization, Franchising, Human Resource Management in Retail, Building and Sustaining Relationship in Retailing, Customer relationship Management.
- 3. Store Management:** Store Planning: Location, Layout, Store Operations: POS (Point of Sale) /Cash Process, Customer Service and Accommodation, Retail Floor and Shelf Management, Retail Accounting and Cash Management, Setting up Stores before Opening, Working with Floor Plans and Store Requirements.
- 4. Retail Marketing Strategies:** Building Retail Brand, Sales Enhancement Strategies, Business Intelligence, Customer Service, Social Media Marketing, Pricing Strategy, Point of purchase communication, Role of Packaging, Pricing Strategy, Merchandise Management, Private Labels, Retail Promotion, Building Store Loyalty
- 5. E-Retailing:** Types of Technology in Retailing, Role of IT in Business; Influencing Parameters for use of IT in Retailing; Efficiency in Operations, Effective Management of

Online catalogues; Direct Retailing Methods, Database Management; Data warehousing;
Critical Analysis of E-Retailing Strategies; Customer Relationship Management

Text Readings

1. Berman Berry, Evans J.R.- Retail Management- A Strategic Management Approach, IX Edition , Pearson Education, New York, 2006
2. Sinha, Uniyal- Managing Retailing, Oxford University Press, Delhi
3. Nair Suja- Retail Management, V Edition, HPH, Mumbai, 2006 Pradhan Swapna- Retailing Management-Text and Cases, II Edition, Tata McGraw Hill, India, 2007
4. Sinha, Uniyal- Managing Retailing, Oxford University Press, Delhi
5. Agarwal, Bansal, Yadav, Kumar- Retail Management, PragatiPrakashan, Meerut
6. Berman Berry, Evans J.R.- Retail Management- A Strategic Management Approach, IX Edition , Pearson Education, New York, 2006
7. Pradhan Swapna- Retailing Management-Text and Cases, II Edition, Tata McGraw Hill,



SECOND SEMESTER

MC-201 OPERATIONS RESEARCH

COURSE OBJECTIVES

Course Type: Core

The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks. The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 12 marks, will consist of four theory questions, out of which students will be required to attempt any two questions. Section B, worth 48 marks, will have six numerical/practical problems, out of which a student will be required to attempt any four questions

COURSE OUTCOMES

After the completion of the course the students should be able

CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.

CO2. To understand the interdependence of the operations function with the other key functional areas of a firm.

CO3. To apply analytical skills and problem-solving tools to the analysis of the operations problems.

CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business operations.

COURSE CONTENTS

UNIT I

Introduction to Operations Research: Meaning, Scope of Operations Research in Management, Advantages and Limitations of Operation Research, OR Models.

UNIT II

Linear Programming: Meaning of Linear Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big M-Method. Duality and Post Optimality Analysis Advantage and Limitations of LPP.

UNIT III

Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution (North-West corner method, least cost method, Vogel's Approximation Method), Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method.

UNIT IV

Assignment Problem: Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization) Route Allocation, Travelling Salesman Problem.

UNIT V

Waiting Line Models: Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations and Application of M/M/C (Infinite Population).

UNIT VI

Replacement Models: Introduction Scope in Management, Single Equipment Replacement Models and Group Replacement.

UNIT VII

Game Theory: Introduction to Games, Maximin and Minimax Principles, Pure and Mixed Strategies, Solution of Games Using Algebraic and Graphical Methods.

UNIT VIII

Simulation: Introduction to simulation, Monte Carlo Technique and Its Applications

UNIT IX

Markov Chain Analysis: Computation of Sequential Probability of States for Different Periods, Steady State Probability of States and Application of Markov Chain.

TEXT READINGS

1. Anderson, **Introduction to Management Science**, Cengage Learning, Latest Edition
2. Hamdy A. Taha, **Operations Research: An Introduction**, Pearson, Latest Edition,
3. N.D. Vohra, **Quantitative Techniques in Management**, McGraw Hill Education; Latest Edition.
4. H.M. Wagner, **Principles of Operations Research with Application to Managerial Decisions**, PHI Learning, Latest Edition.
5. Chawla, **Operation Research**, Kalyani Publication Ludhiana, Latest Edition.
6. Sharma Anand, **Operation Research**, Himalaya Publishing House, Latest Edition.
7. J K Sharma, **Operations Research Theory & Applications**, Macmillan India Ltd, Latest Edition.

8. Kalawati, **Operations Research**, Latest Edition, Vikas Publication Pvt.ltd, Latest Edition.

SUGGESTED READINGS

1. Winston, Operation Research Application and Algorithm, Latest Edition, Cengage Learning.
2. Krajewski, Ritzmen, Malhotra, Operations management: Process & value, Latest Edition, Pearson.
3. V. K. Kapoor, Problems and Solutions in Operations Research, Latest Edition, New Delhi, Sultan Chand and Sons.
4. F. Hillier, Introduction to Operation Research, Latest Edition, TMH
5. Bobby Srinivasan and C.L. Sandblom, Quantitative Analysis for Business Decisions, Latest Edition, McGraw Hill Publications



MC-202 OPERATIONS MANAGEMENT

COURSE OBJECTIVES

Course Type: Core

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

EXAMINATION SCHEME

Student shall be evaluated on two components: 40 internal 60 end semester examination. There will be 20 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections A and B. Section A worth 24 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 36 marks will contain five numerical/practical problems out of which a student will be required to attempt any three questions.

COURSE OUTCOMES

After the completion of the course the students should be able

CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.

CO2. Understand the interdependence of the operations function with the other key functional areas of a firm.

CO3. Apply analytical skills and problem-solving tools to the analysis of the operations problems.

CO4. Increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business operations.

COURSE CONTENTS

UNIT I

Introduction to Production and Operations Management: Nature of Production / Operations Management, Production Function and its Environment, Functions of Production/Operations Manager; Productivity- Definition, Types of Productivity, Factors affecting Productivity, Methods for improving Productivity; Standardized Service Strategy, Assemble-to-Order Strategy, Customized Services Strategy.

UNIT II

Facilities Planning: Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity

Model, Median Model, Dimensional Analysis, Brown & Gibson Model) and Qualitative Model (Factor rating method, Weighted factor rating method)

UNIT III

Layout of Manufacturing/service facility: Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix. Materials handling concepts.

UNIT IV

Work Measurement & Resources Requirement Planning: Work Study, Method Study and its techniques, Work Sampling and its techniques, Motion Study, Capacity Planning. Inventory Management: Concept, types, lead time, safety stock, reorder point, P- system & Q – system, EOQ, ABC & VED Analysis.

UNIT V

Production Planning and Control: Aggregate Production Planning - Chase strategy, Level production strategy, Mixed strategy, Materials Requirement Planning.

UNIT VI

Operations Scheduling: Production Activity Control for Mass Manufacturing (Assembly line balancing, batch processing and Job shop -n-jobs on single machine, n-jobs on Two/Three machines (Johnson's Rule), 2-jobs on m machines (Graphical method – Aker's Algorithm)

UNIT VII

Quality Management: Evolution of Quality Concept, TQM, Quality Gurus (Juran, Crosby, Deming), KAIZEN, Statistical Process Control - Control Charts and their Applications, Acceptance Sampling, Operating Characteristics Curve and its applications, Quality Circles, Six Sigma.

TEXT READINGS

1. Evans, Operations Management Concepts Techniques and Applications, Cengage Learning, Latest Edition.
2. B. Mahadevan; Operation Management; Theory and Practice' Pearson Education, New Delhi, Latest Edition.
3. Joseph G Monks, Operations Management, McGraw Hill International Publication, New York, Latest Edition.
4. Ashwathappa, Production and Operation Management, Himalaya Publishing House, Latest Edition
5. S.N. Chary, Theory and Problems in Production and Operations Management, TMH, Latest Edition
6. A.K. Chitale and R.C. Gupta, Materials Management-Text and Cases, PHI Learning, Latest Edition

SUGGESTED READINGS

1. Norman Gaither, Operations Management, Cengage Learning, India, Latest Edition.
2. Slack, Operations Strategy, Pearson Education, Latest Edition,
3. R. Panerselvam, Production and Operations Management, PHI Learning, Latest Edition.
4. LeeJ. Krajewski and Larry P. Ritzman, Operation Management, Pearson Education; Latest Edition, New Delhi



MC-203 ENTREPRENEURSHIP

COURSE OBJECTIVES

Course Type: Core

The objective of this course is to exhibit knowledge of fundamentals of entrepreneurship, application of tools & techniques to setup an entrepreneurial venture.

EXAMINATIONSCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

CO1. Understanding the basics of Entrepreneurship and real-life issues therein.

CO2. Apply Theoretical concepts into practice while facing business problems.

CO3. Contribute in Developing Reasoning and Analytical ability to foster Decision Making.

CO4. Nurture Entrepreneur Skills and Leadership Abilities.

COURSE CONTENTS

UNIT I

Fundamentals of Entrepreneurship: Define Entrepreneurial Traits & Entrepreneurship, Entrepreneur Decision Making Process, Role of Entrepreneurship in the Economy, Concept of Start-ups, Forms of Ownership, Women Entrepreneur & Challenges

UNIT II

Planning and Organizing Entrepreneurial Venture: Process of Planning Entrepreneurial Venture, Organizing Business Research Tools and Techniques to know the feasibility of Venture; Life Cycle of Venture, Growth and Challenges, Problem Solving Approaches and ways of financing new venture

UNIT III

Creating a Business Plan: Define the elements of a business plan, create a basic business plan, Recognize and describe the role marketing plays in business (Digital Media), Explain a marketing plan, Explain the considerations in the purchasing cycle, Launching Formalities

UNIT IV

New venture Expansion & Exit Strategies: Expansion Strategies: Understanding joint ventures, acquisitions, merger, franchising. **Exit Strategies:** Introduction, Reasons for existing and long-term preparation, short-term preparation.

UNIT V

Institutional support to Entrepreneurship: EDP Movement in India, Institutional Support System, Centre for Entrepreneurship Development (CED), National Institute for Entrepreneurship and Small Business Development (NIES BUD), Institutes for Entrepreneurship Development (IED), Science and Technology Entrepreneurship Parks (STEPs), National Alliance of Young Entrepreneurs (NAYE), Technical Consultancy Organizations (TCOs), National Small Industry Corporation (NSIC), Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI), Industrial Credit and Investment Corporation of India (ICICI), Rural Development and Self Employment Training Institute (RUDSETI), Rural Development and Human Development Training programs, Technology Transfer programs.

UNIT VI

Start-Up Funding & Strategies for future: Funding Alternatives for Start-up, Venture Capital System for Start-up, Designing Funding Strategy, What Investors Look for in a Pitch Funding, Current Funding Option available in global Market

UNIT VII

Risk Management & Regulatory Global Concerns: Risk Avenues for entrepreneurs & Strategies for Risk Management, Discuss Different types of regulations that apply to businesses, understanding legal & Ethical responsibilities of entrepreneurs, identify key concepts and relationships in a business environment, describe business considerations when entering the global market, Recognize and describe the value of cultural differences in local and global business.

TEXT READINGS

1. Charanthimath, Entrepreneurship development small business enterprises, Pearson education, Latest Edition.
2. Kuratko & Hodgetts, Entrepreneurship in The New Millennium, Cengage learning, Latest Edition.
3. Vasant Desai: Small scale Industries and Entrepreneurship, Himalaya Publishing House, Latest Edition.
4. David H Holt Entrepreneurship: New Venture Creation, PHI, Latest Edition.

5. Rajeev Roy, Entrepreneurship, Oxford University press, Latest Edition.

SUGGESTED READINGS

1. Greene, Entrepreneurship, Cengage learning, Latest Edition.
2. B. K. Mohanty Fundamentals of Entrepreneurship PHI, Latest Edition.
3. Barringer, Entrepreneurship Pearson education, Latest Edition.
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Latest Edition.
5. Desai Vasant, Dynamics of Entrepreneurship Development and Management, Himalaya Publishing House, Latest Edition.
6. Coulter, Entrepreneurship in Action, PHI Learning, Latest Edition.
7. Alpana Trehan, Entrepreneurship, Wiley India Pvt. Limited, Latest Edition.
8. The Lean Startup, Eric Rise, Latest Edition.
9. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, by Alexander Osterwalder and Yves Pigneur, Latest Edition.



MC-204 FINANCIAL MANAGEMENT

COURSE OBJECTIVES

Course Type: Core

The objective of the course is to understand the concepts of Business Finance and it also aims at learning of financial tools and developing the skills of financial analysis and financial decisions.

EXAMINATION SCHEME

Student shall be evaluated on two components: 40 internal and 60 end semester examination. There will be 40 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

There will be two sections. Section A, theoretical, is worth 24 marks with 3 questions out of which student will attempt any 2. Section B will contain practical, numerical and case(s) having 5 questions and will be worth 36 marks and student will be required to attempt 3 questions.

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily

COURSE OUTCOMES

After completion of the course the students should be able

CO1. To Understand the Financial Management, sources of finance and describe basic financial decisions.

CO2. To analyze the financial statements by using various financial tools and application of FFS and CFS.

CO3. To describe, Leverage, Budgeting, Cost of capital, Capital structure theories and analysis of the same by applying various techniques.

CO4. To analyze the investment decisions by using various financial tools and understanding of Working capital, dividend decision.

COURSE CONTENTS

UNIT I

Introduction: Financial Concepts and Nature, Scope, Function and Objectives of Financial Management. Understanding the concepts of Value Maximization and Profit Maximization, Basic Financial Decisions: Investment, Financing and Dividend Decisions.

UNIT II

Financing Decisions: Short term sources of finance and their characteristics, Longterm sources of finance and their characteristics.

Unit III

Financial Statement Analysis: Financial Statement Analysis of a Company, Common Size Statements, Ratio Analysis, Funds Flow Analysis, Cash Flow Analysis, Leverage Analysis, Cost-Volume-Profit (CVP) Analysis.

UNIT IV

Cost of Capital and Capital Structure Decision: Understanding the Concept of Cost of Capital, Computation of cost of Equity, Debt and Quasi Capital. Weighted Average Cost of Capital and Marginal Cost of Capital. Capital Structure and its Theories such as MM theory of Capital Structure.

UNIT V

Investment Decisions:

Long term Investment Decisions: Capital Budgeting: Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Evaluating Investment Proposals for Decision Making. Capital Rationing.

UNIT VI

Short term Investment Decisions: Working Capital: Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company. Operating & Cash Cycles, Risk-return trade off, working capital estimation, cash management, receivables management, inventory management.

UNIT VII

Dividend Decision: Dividend policies in practice and Determinants of Dividend, Theories for Relevance and irrelevance of dividend decision for corporate valuation- Walter's Model, Gordon's Model, MM Model of Irrelevancy of Dividend, Residual Theory of Dividend. Cash and stock dividends.

TEXT READINGS

1. I.M. Pandey, Financial Management, Vikas Publication House, Latest Edition.
2. M.Y. Khan and P.K Jain, Financial Management, Delhi, TMH, Latest Edition.
3. Brigham, Fundamentals of Financial Management, Cengage Learning, Latest Edition.
4. Kulkarni, **Financial Management**, Himalaya Publishing House, Latest Edition.
5. Sharan.V. Financial Management, Pearson Education; Second Edition, New Delhi, Latest Edition.
6. Chandra Bose Fundamentals of Financial Management, PHI, Latest Edition.
7. Rustagi, R.P., Financial Management, Galgotia Publishing Company, Latest Edition.
8. Bhalla, V. K., Financial Management & Policy, Anmol Publications, Delhi, Latest Edition.

SUGGESTED READINGS

1. Prasanna Chandra, Financial Management, New Delhi, TMH, Latest Edition.
2. Keown, Financial Management- principles & application, Pearson Education, Latest Edition.
3. Shapiro, Capital Budgeting & Investment Analysis, Pearson Education, Latest Edition.
4. Reddy G. S., Advanced Financial Management, Himalaya Publishing House, Latest Edition.
5. Shashi K. Gupta & R.K. Sharma, Financial Management- Theory and Practice, Kalyani Publishers, Latest Edition.



MC-205 MARKETING MANAGEMENT

COURSE OBJECTIVES

Course Type: Core

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1. Understand the dynamics of marketing in business.
- CO2. Relate marketing theories to practical situation.
- CO3. Develop unique marketing mix.
- CO4. Construct sales plan and professional interactive presentation.

COURSE CONTENTS

UNIT I

Marketing Concepts: Concept, Nature, scope and importance of marketing; Marketing concept and Philosophies, building and delivering customer value and satisfaction; retaining customers; Value Chain; Scanning the Marketing Environment - macro and micro components and their impact; on marketing decisions; Marketing Mix Elements; Difference between marketing and selling. Introduction to digital marketing, Emerging Trends in Marketing: Multi-Level Marketing, CRM, Green Marketing, Event Marketing, Rural Marketing, Global Marketing, Marketing for Non-Profit Organizations.

UNIT II

Market Segmentation-Targeting-Positioning and Consumer Behavior: Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, developing a Positioning Strategy; Analyzing consumer markets & buyer behavior, factors affecting consumer behavior; types of buying decision behavior.

UNIT III

Product Decision: Concept of product, Product Classification; product mix and product line decisions, Product Life Cycle Strategies, Product Diffusion Process, Equity, Repositioning, Branding, Packaging, and Introduction of Labeling. New Product Development Process.

UNIT IV

Pricing Decision: Concept of Pricing, Pricing Objectives, Factors affecting price determination, significance of pricing decisions, Pricing Methods and Strategies, Pricing policies and strategies; Discounts and rebates.

UNIT V

Distribution Decisions: Functions and types of Distribution Channel, Design of Distribution Channel, channel management decisions; channel dynamics- VMS, HMS, MMS; whole selling retailing, e-tailing.

UNIT VI

Promotion Decisions: Effective Communication, Integrated Marketing Communication, Marketing Communication Process, Promotion mix - Advertising, Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing.

UNIT VII

Marketing Strategies for Leaders, Challenges, Followers and Nichers: Analyzing competitors—competitive forces, identifying competitive strategies, industry concept of competition, devising the market strategies for market leaders, market challengers, market followers and market nichers.

TEXT READINGS

1. Kotler, Keller, Koshy, Jha, Marketing Management— A South Asian Perspective, Pearson, Latest Edition.
2. Kurtz, Principles of Marketing, Cengage Learning, India, Latest Edition.
3. S. Neelamegham, Marketing In India, Vikas publishing house, Latest Edition.
4. Biplo Bose, Marketing Management, Himalaya Publishing House, Latest Edition.
5. Paul Baines, Chris Fill, Kelly Page, Marketing, Oxford University Press, Latest Edition.

6. Winner Marketing Management, Latest Edition.

SUGGESTED READINGS

1. William L. Pride and O.C. Ferrell, Marketing Concepts and Strategies, Boston, Houghton Mifflin Co., Latest Edition.
2. Czinkota and Kotabe, Marketing Management, Cengage Learning, India, Latest Edition.
3. West, Ford, Ibrahim, Strategic Marketing, Oxford University, Latest Edition.
4. Evans, Marketing Management Cengage Learning, India, Latest Edition.



MC-206 HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVES

Course Type: Core

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed by the Faculty compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

CO1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of HRM.

CO2. Demonstrate competence in development and problem solving in the area of HR management.

CO3. Analyze the key issues related to administrating the human elements such as Acquisition, Compensation, Appraisal, Career planning, Training Global Challenges.

CO4. Describe the meaning of terminology and tools used in managing employees effectively.

COURSE CONTENTS

UNIT I

HRM Concept: Definition, Concept, Evolution, Relevance of HRM, Human Resource Functions, HRM in current Scenario. Human Resource Policies.

UNIT II

Human Resource Acquisition Process: Job Analysis- Job Specification, Job Analysis Methods, Human Resource Planning, Concept and Process of HRD, Human Resource Information System, Steps of HRIS, Recruitment, Sources of recruitment, E-recruitment, Selection, Stages in selection process, Placement and Induction.

UNIT III

Human Resource Training and Development: Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation, Approaches and Types of Evaluation Instruments, Developing Effective Training Programs.

UNIT IV

Appraising and Improving Performance: Basic Concepts, Objectives and Process of Performance Appraisal Systems, Performance versus Potential Appraisal, Types of Appraisal Systems, New Trends in Performance Appraisal Systems, Planning and Career Planning.

UNIT V

Maintenance of Human Resources: Job Evaluation, Incentive and Reward System, Objectives and Major Phases of Compensation Management.

UNIT VI

International HRM: HR in Comparative Perspective, Challenges faced by HR Global Managers: Cross National Variations in Acquisition, Recruitment, Performance Appraisal, Training & Development, Reward Structure, and Labor Management, etc.

TEXT READINGS

1. Bohlander, Human Resource Management, 14th edition Cengage Learning, India, Latest Edition.
2. Dessler, Verckey, Human Resource Management, Pearson Education, Latest Edition.
3. Monir H. Tayeb, International Human Resource Management, Oxford, Latest Edition.
4. Patnaik, Human Resource Management, PHI, Latest Edition.
5. SubbaRao, International Human Resource Management, Himalaya Publishing House.

SUGGESTED READINGS

1. Tony Edwards, Chrisrees, International Human Resource Management, Pearson Education, Latest Edition.
2. K. Asawathapa International Human Resource Management, TMH, Latest Edition.
3. Jeffery Mello, Human Resource Management, Cengage Learning, India, Latest Edition.
4. Subba Rao, Essential of HRM and Industrial Relation, Himalaya Pub. House, Latest Edition.
5. Methis& Jackson Human Resource Management, Cengage Learning, Latest Edition.
6. Dowling, International Human Resource Management Cengage Learning, India, Latest Edition.



MC-207 BUSINESS RESEARCH METHODS

COURSE OBJECTIVES

Course Type: Skill Enhancement

The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper (s) along with decisional research which is done to provide information for a pending decision.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

CO1. To provide deeper knowledge and experience in applying commonly used qualitative and quantitative research methods to the research process.

CO2. To refine research questions to meet high level research objectives/questions

CO3. To develop data collection instrument according to the underlying theoretical framework.

CO4. To understand the steps of conducting the business research and writing the research Report.

COURSE CONTENTS

UNIT I

Introduction: Business Research, Meaning and methods of research. Research Process, Identification and formulation of Research Problem.

Exercise: Framing of Objective

UNIT II

Research Design: Variables and types of variables, Review of Literature and Its use. Research Design and Types of research designs, Need for Research Design, Features of a good research design and, Different research design-- Exploratory, Descriptive. Experimental and Survey Research.

Exercise: Prepare a Literature Review

UNIT III

Sampling and Tool for Data Collection: Sample Size determination & Sampling Techniques, Sampling error and Standard error. Tools For Data Collections – Interviews, Questionnaire and Observations. Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of Data.

Exercise: Development of Questionnaire, Data Collection (Field Survey)

UNIT IV

Data Analysis: Hypothesis, Types and formulation of Hypothesis, Hypothesis Testing, Parametric Tests (Small test- t test, large sample test- z test, F test, ANOVA) and Non Parametric Test (Chi Square).

Exercise: Application of appropriate data analysis technique through SPSS statistical software

UNIT V

Report Writing: Research Report Writing, Types of reports and Characteristics of a research report.

Exercise: Referencing of the project report as per the VI Ed. of APA Standards.

TEXT READINGS

1. William G. Zikund, Business Research Methods, Cenage earning India, Latest Edition.
2. Uma Sekaran, Research Methods for Business- A Skill Building Approach, Wiley Student Edition, Latest Edition.
3. C R Kothari and Gaurav Garg, Research Methodology Methods and Techniques, New Age International Publishers, Latest Edition.
4. Bharat Jhunjhunwala, Business Statistics A self Study Textbook, S Chand & Company, Ltd, Latest Edition.

SUGGESTED READINGS

1. Cooper Schindler, Marketing Research, Concept & Cases, Latest Edition.
2. Aakar, Kumar, Day Marketing Research, Latest Edition.
3. Donald Cooper & Pamela Schindler, Business Research Methods, TMGH, Latest Edition
4. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press, Latest Edition.



MC -208A BUSINESS ETHICS & INDIAN ETHOS IN MANAGEMENT

COURSE OBJECTIVES

Course Type: General Elective 1

The objective of this course is to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

CO1. Understand the relevance of Indian Ethos for further enrichment of holistic leadership principles and practices.

CO2. Understand application of several important concepts and frameworks for moral reasoning to complex business issues.

CO3. Apply ethics to business, management, and decision making.

CO4. Provide insights to participants for developing leadership that is socially, environmentally and culturally responsible.

COURSE CONTENTS

PART – I BUSINESS ETHICS

UNIT I

The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behaviour, Characteristics of Moral Standards, Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics, Duty ethics in the Business Environment, Theories of Virtue.

Case Study: Trade in Human Organs.

UNIT II

Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence.

Case Study: Satyam is not really Satyam

Discussion on cases related to unethical Practices in Industry (For instance Nirav Modi, Vijay Malaya, etc)

UNIT III

Corporate Responsibility, Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.

PART - II INDIAN ETHOS IN MANAGEMENT

UNIT IV

Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound, Sources of Indian Ethos in Management: Vedas, Shastras, Smrities, Puranas, Upanishads, Ramayan, Mahabharat, Arthashastra, Ramcharitamanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran etc. – examples and models from the above texts, Human Behaviour – Indian Thoughts, Guna Theory, Sanskara Theory.

Case Study: The Whistleblower

Discussion on characters of Ramayana, Mahabharata Learnings and quotes of GurunanakDev, Buddha, Mahavir, Inspirational Stories from Indian Mythology.

UNIT V

Karma Theory, Nishkama Karma Yoga and Professionalism, Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self – Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.

Case Study: Jet Airways.

Discussion on stories from Panchtantra, Hitopadesh.

UNIT VI

Cultural Heritage of India and its relevance for Modern Management: Concept of 'Pancha - Rina' (five- fold debt) and Corporate Social Responsibility, Four – fold Life Goals (Purusharth Chatushtheya) and Business, Sanskara Values Vs. Skills – Supremacy of Values over Skills, Role Vs. Self, Work Place Spirituality.

Case Study: East India Company, Discussions on Teachings from Bhagwad Geeta

UNIT VII

Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory, Models of Leadership and Motivation in Indian Thoughts. Examples from Scriptures.

TEXT READINGS

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson, Latest Edition.
2. Weiss, Business Ethics concept & cases, Cengage Learning, Latest Edition.
3. Velasquez, Business Ethics, Concepts & Cases, PHI, Latest Edition.
4. Murthy, Business Ethics, Himalaya Publishing House, Latest Edition
5. Al Gini, Case Studies in Business Ethics, Pearson Education. Latest Edition
6. Ronald D Francis, Mukti Mishra, Business Ethics: An Indian Perspective, The Tata McGraw Hill Companies, Latest Edition.

SUGGESTED READINGS

1. Shashtri J.L., Ancient Indian Traditions and Mythology ,Istedi, Motilal Banarsidas, NewDelhi, Latest Edition.
2. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi, Latest Edition.
3. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd., Latest Edition.
4. Swami Jitatmananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, Latest Edition.
5. Swami Someswarananda, Indian Wisdom for Management, Ahmedabad, AMA. Latest Edition.
6. Swami Rangnathananda, Universal Message of the Bhagvad Gita, Caicuna Advaita Ashrama, Latest Edition.



MC-208A BUSINESS ETHICS & INDIAN ETHOS IN MANAGEMENT

COURSE OBJECTIVES

Course Type: General Elective 1

The objective of this course is to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

CO1. Understand the relevance of Indian Ethos for further enrichment of holistic leadership principles and practices.

CO2. Understand application of several important concepts and frameworks for moral reasoning to complex business issues.

CO3. Apply ethics to business, management, and decision making.

CO4. Provide insights to participants for developing leadership that is socially, environmentally and culturally responsible.

COURSE CONTENTS

PART – I BUSINESS ETHICS

UNIT I

The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behaviour, Characteristics of Moral Standards, Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics, Duty ethics in the Business Environment, Theories of Virtue.

Case Study: Trade in Human Organs.

UNIT II

Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence.

Case Study: Satyam is not really Satyam

Discussion on cases related to unethical Practices in Industry (For instance Nirav Modi, Vijay Malaya, etc)

UNIT III

Corporate Responsibility, Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.

PART - II INDIAN ETHOS IN MANAGEMENT

UNIT IV

Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound, Sources of Indian Ethos in Management: Vedas, Shastras, Smrities, Puranas, Upanishads, Ramayan, Mahabharat, Arthashastra, Ramcharitamanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran etc. – examples and models from the above texts, Human Behaviour – Indian Thoughts, Guna Theory, Sanskara Theory.

Case Study: The Whistleblower

Discussion on characters of Ramayana, Mahabharata Learnings and quotes of GurunanakDev, Buddha, Mahavir, Inspirational Stories from Indian Mythology.

UNIT V

Karma Theory, Nishkama Karma Yoga and Professionalism, Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self – Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.

Case Study: Jet Airways.

Discussion on stories from Panchtantra, Hitopadesh.

UNIT VI

Cultural Heritage of India and its relevance for Modern Management: Concept of 'Pancha - Rina' (five- fold debt) and Corporate Social Responsibility, Four – fold Life Goals (Purusharth Chatushtheya) and Business, Sanskara Values Vs. Skills – Supremacy of Values over Skills, Role Vs. Self, Work Place Spirituality.

Case Study: East India Company, Discussions on Teachings from Bhagwad Geeta

UNIT VII

Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory, Models of Leadership and Motivation in Indian Thoughts, Examples from Scriptures.

TEXT READINGS

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson, Latest Edition.
2. Weiss, Business Ethics concept & cases, Cengage Learning, Latest Edition.
3. Velasquez, Business Ethics, Concepts & Cases, PHI, Latest Edition.
4. Murthy, Business Ethics, Himalaya Publishing House, Latest Edition
5. Al Gini, Case Studies in Business Ethics, Pearson Education. Latest Edition
6. Ronald D Francis, Mukti Mishra, Business Ethics: An Indian Perspective, The Tata McGraw Hill Companies, Latest Edition.

SUGGESTED READINGS

7. Shashtri J.L., Ancient Indian Traditions and Mythology, Istedi, Motilal Banarsidas, NewDelhi, Latest Edition.
8. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi, Latest Edition.
9. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd., Latest Edition.
10. Swami Jitatmananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, Latest Edition.
11. Swami Someswarananda, Indian Wisdom for Management, Ahmedabad, AMA. Latest Edition.
12. Swami Ranganathananda, Universal Message of the Bhagvad Gita, Caicuna Advaita Ashrama, Latest Edition.



MC-208B Foreign Trade Policy & Procedures

COURSE OBJECTIVE

Course Type: General Elective 2

The objective of this paper is to understand the Foreign Trade Policy of India and various benefits offered thereof, the process and procedure of exports, relevant documentation and the roles of respective organizations at various stages of exports,

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical).

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES (CO)

- CO1: To know the basics of Export and Import
- CO2: To develop the skills which are required to start the export business from India.
- CO3: To learn the export documentation formalities in India
To understand the custom and quality control formalities and schemes in foreign
- CO4: trade policy 2015-2020.

COURSE CONTENTS

FTP (Exim Policy) and Procedures

1. Historical review of Export - Import Policy of India, Detailed analysis, Highlights of current FTP (chapter wise). Introduction to Structure of FTP, Free and Negative List of items, Export Procedure including licensing and other preliminaries, Important Organizations like DGFT, EPCs, CBs, FIEO etc.
2. About Central Excise and Customs and their roles in export - import activity. Types of import duties, Effective import duty calculation, CENVAT
3. Export Promotion Schemes under FTP: Duty Exemption Schemes, Advance Authorization (AA), Duty Free Import Authorization (DFTA), Duty Remission Schemes, Duty Drawback Scheme (DDBK), Duty Entitlement Passbook Scheme (DEPB)
4. Export Promotion Capital Goods Schemes- Schemes for EOUs, SEZs, FTWZs, EHTPs, STPs, BTPs / Export and Trading Houses / Deemed Exports.

5. Other Promotional Schemes: Assistance to States for Developing Export Infrastructure and Allied Activities (ASIDE), Focus Product Schemes (FPS), Focus Market Scheme (FMS), Market Linked Focus Product Scheme (MLFPS), Served from India Scheme (SFIS), Market Development Assistance Scheme (MDA), Market Access Initiative (MAI), Vishesh Krishi and Gram Udyos Yojana (VKGUY), Towns of Export Excellence (TEE)

All the above mentioned schemes should be discussed (in the following provisions: About Scheme, Application, Eligibility, Exemption /Benefits, Specific Conditions, Export Obligation, Export Obligation Period, Validity, etc.

Recommended Books:

1. Foreign Trade Policy, Govt. Publication or Nabhi Publication
2. Handbook of Procedures, Govt. Publication or Nabhi Publication
3. A Guide on Export Policy, Procedure and Documentation, Snow white Publication
4. How to Export, Nabhi Publication, Latest edition (Current Year Edition)
5. Export Marketing, Khan & Jain
6. How to Start Export Business - Harish Malhotra, River Books Publication
7. Export Management, P.K.Khurana, Galgotia Publications
8. Export Procedures and Documentation, C.Ramagopal, New Age Publications
9. Export Management, D.C.Kapoor, Vikas Publishing House



MC-301 SUPPLY CHAIN MANAGEMENT

COURSE OBJECTIVES

Course Type: Core

This course would help students develop an understanding about the strategic role of supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts, models and decision-making tools pertaining to supply chain network design, forecasting, inventory, transportation etc. and also enable them to apply the tools in real-life situation.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

CO1. To understand the distribution of goods and services by logistics management.

CO2. To demonstrate the complexity of inter-firm and intra-firm coordination.

CO3. To understand decisions involving the investment in productive resources, configuration of processes, product designs, and development of partnerships with suppliers and channels of distribution.

CO4. To use analytical tools and conceptual frameworks to make decisions in supply chain contexts as well as a better understanding of the major strategic issues and trade-offs that arise in supply chain management.

COURSE CONTENTS

UNIT I

Concept of Logistics: Introduction, Objectives of logistics, Types of logistics, Concept of Logistics Management, Evolution of Logistics, Difference between Logistics and Supply Chain Management, Third party and fourth party logistics, Logistics and Competitive Advantage, Logistics Mix.

UNIT II

Concepts and importance of a Supply Chain (SC): Evolution of Supply Chain Management (SCM), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.

UNIT III

Dynamics of supply chain: Supply Chain Interventions, Push-based, Pull-based and Push-Pull based supply chain. Network design and Operations in the Supply Chain.

UNIT IV

Inventory Management & Demand Forecasting in a Supply Chain: Basic and Advanced inventory models. Multi-echelon inventory models. The value of information, Demand Forecasting Methods, Bullwhip effect, its Causes and remedial measures.

UNIT V

Transportation and Strategic Outsourcing in SC environment: Design options for a transportation network, Concept of Outsourcing, Selection of Supply Chain service provider.

UNIT VI

Retailer- Supplier partnerships (RSP), Supplier evaluation and selection. Use of best practices.

UNIT VII

Information Technology (IT) in Supply Chain Management: SC performance model: SCOR model, Application of Information Technology in Logistics and Supply Chain Management.

TEXT READINGS

1. Logistics & Supply Chain Management- Raghoramay, MacMillan India Ltd, Latest Edition
2. Logistics Management-Donal J. Bowersok, Tata McGraw Hill Publication, Latest Edition.
3. Gopalakrishnan Purchasing and Materials Management, TMH, Latest Edition.
4. Upendra Kachru Exploring the Supply Chain, Excel Books, Latest Edition.
5. Agrawal Supply Chain Management: Text and Cases, Macmillan Publishers, Latest Edition.
6. Janat Shah Supply Chain Management, Pearson Education, Latest Edition.
7. Badi N.V. Supply Chain Management, Vrinda Publications, Latest Edition.

SUGGESTED READINGS

1. Simchi Levi Designing and Managing the Supply Chain, TMH, Latest Edition.
2. Raghuram Logistic and Supply chain Management, Macmillan Publishers, Latest Edition.
3. Shapiro, Modelling the Supply Chain, New Delhi: Cengage Learning, Latest Edition.
4. Webster Principles & Tools for Supply Chain Management, McGraw Hill. Latest Edition.
5. Sunil Chopra Supply Chain Management: Strategy, Planning and Operation, Pearson, Latest Edition.

MC-302 PROJECT MANAGEMENT

COURSE OBJECTIVES

Course Type: Core

To develop understanding of project planning. To develop ability to monitor and control projects and risk involved. To become familiar with tools and techniques used in managing projects.

EXAMINATION SCHEME

Student shall be evaluated on two components: 40 internal and 60 end semester examination.

There will be 40 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. Best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections A and B. Section A worth 24 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 36 marks will contain five numerical/practical problems/cases out of which a student will be required to attempt any three questions.

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

CO1. Understand the Concepts of Project management at the individual, team and organizational level and also understand the Team-building skills required to support . . . successful performance.

CO2. Apply practical applications of project management to formulate strategies allowing Organizations to achieve strategic goals and give a perspective of leadership effectiveness in organizations.

CO3. Learn to develop a project scope while considering factors such as customer requirements and internal/external goals.

CO4. Develop Critical-thinking and analytical decision-making capabilities to investigate. Complex business problems to propose project-based solutions.

COURSE CONTENTS

UNIT I

Basics of Project Management: Concepts, Characteristics and types, project life cycle and its phases, tools and techniques of project management, project organization.

UNIT II

Project identification and Formulation: Project identification, Market & Demand analysis, market survey, market planning, market environment, demand forecasting techniques (Survey methods & Trend analysis). Technical analysis and technology selection

UNIT III

Financial Analysis: Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner's perspective. Project Appraisal.

UNIT IV

Project risk management: Types of risk, techniques of risk evaluation and its mitigation, Sensitivity analysis, Hiller's model, scenario analysis.

UNIT V

Network analysis: Construction of networks, CPM, various types of floats and their application, PERT and its applications.

UNIT VI

Project cost control: Time cost relationship, crashing for optimum cost and optimum time. Resource leveling.

UNIT VII

Social Cost Benefit Analysis: Concept and significance of SCBA, Approach to SCBA- UNIDO approach, shadow pricing of resource, LM approach.

UNIT VIII

Project termination: Project close-out, termination and follow-up, PMIS. Introduction to project software and applications of MS Project.

TEXT READINGS

1. Prasanna Chandra, Project planning analysis and selection implementation and Review- Tata McGraw Hill Publication Co. Ltd, Latest Edition.
2. Vasant Desai, project management -Himalaya publication house, Latest edition.
3. Narendra Singh, project management and control, HPH, Latest edition.
4. Gray & Larson, Project Management: The Managerial Process, TMH, Latest edition.

SUGGESTED READINGS

1. McManus, Information Systems Project Management, Pearson, Latest edition.
2. Kloppenborg, Contemporary project management, Cengage Learning, Latest edition.
3. Gopalakrishnan, Textbook of Project Management, Macmillan Publishers, Latest edition.
4. Joy, Total Project Management, Macmillan Publishers, Latest edition.

MC-303M PRODUCT AND BRAND MANAGEMENT

COURSE OBJECTIVES

The objectives of this course are to expose the students to basics of product management and various aspects of Product and brand management as an integral part of marketing management and provide abilities in Product and brand management.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After the completion of the course the students should be able to:

- CO1. Understand and respond to clients about product management and related strategies.
- CO2. Figure out the essential elements of a successful product and manage new product development to meet market needs.
- CO3. Develop unique promotional and branding strategies.
- CO4. Understand Brand Mechanism, Elements of Brands and branding plans.

COURSE CONTENTS

UNIT- I

Introduction to Product Management-

Product Development, Product focused organization, Market focused organization, Relationship between Marketing and Product Management, Factors influencing design of the product, Changes affecting product management, Setting objectives & alternatives, Roles of Product Manager.

UNIT II

Types of products & Product Life Cycle: Types of Products, Product classification, Product life Cycle: Concept of PLC, Operational zing the aspect of PLC Concept, PLC as forecasting model, PLC as guideline for Marketing Strategy, Extension of PLC

Unit-III

New Product Development: New product development - line extension - product testing - brand stretching - managing brands - over time - reinforcing brands - revitalizing brands - rebranding-retiring brands - adjustments to brand portfolios - global brand strategy - standardization – customization.

UNIT IV

Test Marketing: Testing products and other critical elements of marketing mix, Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, Re-launch.

UNIT-V

Brand & Brand Management: Concept, decision, elements of brand, Brand personality & Brand loyalty, the role of brands, the brand equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image.

UNIT-VI

Brand Performance- Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement. **Brand Positioning & Brand Building:** Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values.

UNIT-VII

Managing & Measuring Brand Equity-

Evaluation of Brands, Brand Reinforcement, Brand Revitalization, Brand Crisis, Brand Value chain, Brand Audits, Brand Tracking, Brand Evaluation, Emerging Trends in Product & Brand Management.

TEXT READINGS

1. Wind Yoram J. Product Policy: Concepts, Methods and Strategies, Massachusetts, Addison-Wesley Pub. Co., Reading USA. Latest Edition.
2. Baker Michael and Hart Susan, Product Strategy and Management, London, Prentice Hall. Latest Edition.
3. Ramanuj Majumdar, Product Management in India, New Delhi, Prentice Hall, India, Latest Edition.

SUGGESTED READINGS

1. David A. Aaker, Managing Brand Equity, New York. Free press, Latest Edition.
2. Jean Noel Kapfers, Strategic Brand Management, New York. Free press, Latest Edition.
3. David A. Aaker, Building Strong Brands, New York. Free press, Latest Edition.
4. Brand Management, H. C. Verma, New Delhi: Excel Books, Latest Edition.

MC-304M ADVERTISING AND DIGITAL MARKETING

COURSE OBJECTIVES

Designed for students planning to make a career in the field of Marketing. The course objective is to familiarize them with the world of media and advertising which has gradually emerged as an industry with reference to India. Effort has also been made to provide them with practical exposure to the field through illustrations, case studies, and exercises in various aspects of the craft of advertising and media planning.

EXAMINATIONSCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1. Identify and respond to clients' advertising and marketing communications objectives by applying principles of communications.
- CO2. Relate theoretical aspects of advertising on practical situation.
- CO3. Develop unique promotional and branding strategies.
- CO4. Understand digital marketing, emerging trends in digital marketing and ethical issues in adopting globalized digital markets.

COURSE CONTENTS

UNIT I

Advertising Management: Integrated Marketing Communication, Introduction of Advertising, Role of Advertising in Marketing Mix and Positioning, Advertisers and Advertising Agencies, Key Players in Advertising, Types of Advertising, Types of Media, Media Planning & strategy, Responsible Advertising.

UNIT II

Advertising Objectives and Communication Process: Marketing Objectives; Advertising Objectives, Sales-oriented/ Behavioral objectives, Communication-oriented objectives; The DAGMAR Approach to Setting Objectives and Measuring, Advertising Effectiveness; Kinds



of Advertising Objectives; The Advertising Communication System, the communication process, The advertising exposure model, Need for Clear Understanding of Objectives.

UNIT III

Advertising Design: Appeals, Message Strategies & Execution Framework: Advertising Design, Structure of an Advertisement, Message Strategies, Cognitive strategies, Creating an Advertising, Meaning and Definition of Copywriting, Copywriting for various Media.

UNIT IV

Digital Marketing Overview: Introduction to Digital Marketing, Understanding digital Marketing Process, Trends that are driving shifts from traditional marketing to digital marketing practices, marketing strategies for the digital world.

UNIT V

Types & Strategies of Digital Marketing: Search marketing, Mobile marketing, and Video marketing, online campaign management; overview of search engine optimization (SEO), SEM. Macro Environmental Analysis and strategy formulation, Internet Marketing Plans.

UNIT VI

Internet and the Marketing Mix Channels: E-tailing, B2B e-marketing. Online Relationship Marketing: E-CRM. Permission Marketing: Models and applications New Product development and the Net: Innovations and rapid New Product development Traffic and Brand Building: Battle for Web Traffic, Internet Marketing Communications - Publicity and Viral Marketing.

UNIT VII

Online Tools for Marketing Engagement marketing through Content Management: Online campaign management using Face book, Twitter, Corporate Blogs - Sentiment Mining - Measuring Campaign effectiveness –ROI in Digital Marketing, Google Analytics, Market influence Analytics in a Digital ecosystem - The contemporary digital Revolution-Online communities and co-creation, Gamification and Apps.

TEXT READINGS

1. Seema Gupta, Digital Marketing, McGraw Hill Education (India) Private Limited, Limited Edition.
2. Vandana Ahuja, 'Digital Marketing' Oxford University Press, Latest Edition
3. Aaker, David A., Batra, Rajiv, Myers, John G.: Advertising Management, New Age International Publishers, latest Edition.

SUGGESTED READINGS

1. Thomas J. Kuegler Jr, Web Advertising and Marketing, Prentice Hall of India Private Limited Latest Edition.
2. S.A. Chunawalla & K.C. Sethia, Foundations of Advertising Theory & Practice-Himalaya Publishing, Latest Edition

MC-305M SALES AND DISTRIBUTION MANAGEMENT

COURSE OBJECTIVES

The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

CO1. Identify and respond to clients' selling and distribution needs.

CO2. Relate theoretical aspects of sales and distribution theories to practical aspects.

CO3. Develop unique sales and distribution strategies.

CO4. Design effective distribution channels.

COURSE CONTENTS

UNIT I

Overview of Sales Management: Introduction, Objectives, Role of Sales Management in Marketing, Hard Sale Vs Soft Sale. The Role of personal selling in marketing mix. The personal selling process, Personal selling objectives.

UNIT II

Theories of Sales Management: objectives, Nature and Scope. Buyer - Seller Dyads, Theories of selling - AIDAS Theory, "Right set of circumstances" Theory, "Buying Formula" Theory, and Behavioral Equation, Theory of selling.

UNIT III

Sales Organizing, Sales forecasting, quota and territory management: Overview, purpose & concept of sales organization, developing a sales organization, concept and techniques of

sales forecasting, importance of sales quota, territory management, sales budget- concept & techniques.

UNIT IV

Operational Sales Management: Recruitment sources, selection procedure, sales force training, compensation & motivation of sales force, purpose of motivation, modes of compensating the sales force, factors affecting sales person's motivation.

UNIT V

Sales promotion and Online Sales Management: Evaluation of sales promotion experiments; Tools of sales promotion Choice and purchase timing models: Manufacturer promotion planning process; Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, Challenges Faced by International Sales Managers.

UNIT VI

Wholesaling and Retailing: Importance, Types, and Marketing Decisions for Wholesalers, Retailing: Importance, Types, and Retailer Marketing Decisions, Concept of E-Wholesaling and E-Retailing. B2B, B2C & B2B2C concepts.

UNIT VII

Distribution Channel and Planning Process: Design of Distribution Channel, Management of Channels, Channel Information System, Logistics and SCM, EDI and supply chain, Internet as a medium for order processing and Information, Insights of E-Distribution network.

TEXT READINGS

1. S L Gupta, Sales and Distribution Management, Excel Books, Cron, Latest Edition.
2. Sales Management: Concepts and Cases, Wiley, Latest Edition
3. Havaldar, Krishana - Sales & Distribution Management, TMH, Latest Edition
4. Spiro, Stanton - Management of a Sales Force, TMH, Latest Edition
5. Tanner-Sales Management, Pearson, Latest Edition
6. Still-Sales Management Decisions, Strategies and Cases, Pearson, Latest Edition

SUGGESTED READINGS

1. Cundiff and Govni, "Sales Management - Decisions, Strategy and Cases", New Delhi: Prentice Hall of India, Latest Edition
2. Ingram, Laforge, Avila, Schwepker and Williams, "Sales Management", Thomson, Latest Edition.
3. Watuba R. Thomas, "Sales Management-Texts and Cases", Business Publication, Latest Edition.
4. Johnson, Kurtz and Scheving "Sales Management, Concept practice & cases, Mac GrawHill, Latest Edition.

MC-303F TAX PLANNING AND MANAGEMENT

COURSE OBJECTIVES

The objective of this course is to enable students to develop an understanding of direct and indirect taxes and to enable them to calculate and plan taxes.

EXAMINATION SCHEME

Student shall be evaluated on two components: 40 internal and 60 end semester examination.

There will be 40 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. Best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections A and B. Section A worth 24 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 36 marks will contain five numerical/practical problems out of which a student will be required to attempt any three questions.

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

CO1.To Understand the basic principles & provisions of Direct Tax laws & definitions of Previous Year, Assessment Year, Residential Status of Individual with determination.

CO2.To Understand the rules to determine the Income from Five heads covered under Income tax act 1961 & Application of such rules.

CO3.To Apply the rules of deduction covered u/s 80 c to 80 U to determine the Total Taxable Income.

CO4.To Understand the Provisions of Tax Planning for NonResident Individual.

COURSE CONTENTS

UNIT I

Introduction to Direct Taxes, Income Tax. Important Provision of Income Tax Act. Concepts of Assessment Years, Previous Years, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income, difference between tax planning and tax management.

UNIT II

Computation of Taxable Income from Salary: Meaning, Taxability of Allowances and Perquisites, Permissible Education, Treatment of PF, Gratuity, Tax Planning.



UNIT III

Computation of Taxable Income from House Property, Capital Gains and other Sources.

UNIT IV

Income From Business and Profession: Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, and Expenses Allowed Under Restriction, Depreciation, Tax Planning.

UNIT V

Deduction: Deduction Allowed from Total Income, Computation of total income of an individual, Rebates and Relief. Tax Deduction at Source (TDS), Advance Payment of Tax, Filing of Returns.

UNIT VI

Introduction to Goods and Service Tax: Evolution of GST, Structure and constitutional background of GST, CGST, SGST. Tax collection and reverse charge mechanism, concept of time and place of supply & Import and Export of goods and services. Input tax credit. E-way bill concept in GST. Calculation of CGST, SGST, IGST. Valuations.

UNIT VII

Tax Planning & Evasion: Planning, penalties, prosecutions, appeals, appellate authorities related to Direct and indirect Taxes.

TEXT READINGS

1. V.K. Singania, "Direct Tax Law", New Delhi, Taxman Publications, Latest Edition.
2. Shripal Saklecha, "Income Tax", Indore, Satish Printers, Indore Latest Edition.
3. Gupta, S.S., GST- How to meet your obligations, Taxmann Publications, Latest Edition.
4. Handbook on GST- CA Pushpendra Sisodiya, Bharat Publication, Latest Edition.
5. Dr Girish Ahuja, Dr Ravi Gupta, Practical Approach to Direct & Indirect Taxes, CCH, India, Latest Edition

SUGGESTED READINGS

1. Lal-Direct Taxes, Pearson, Latest Edition.
2. SukumarBattacharya, "Indian Income Tax: Law & Practice", New Delhi, Indian Law House, Latest Edition.
3. Dr, VinodSinghanian and Monica Singhanian, Students' Guide to Income Tax, Taxmann's, Latest Edition.
4. All about GST- V S Datey- Taxmann Publications, Latest Edition.
5. HariharanN, Income Tax: Law & Practices, TMH, Latest Edition.

MC-304F INDIAN FINANCIAL SYSTEM

COURSE OBJECTIVES

The objective of this course is to understand the role of financial system in the Indian economy and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services.

EXAMINATIONSCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1 Describe the role and structure of the Indian financial system and financial markets.
- CO2 Understand concepts of financial institutions such as banking & non-banking financial institutions.
- CO3 Discuss the role, functions of Regulatory institutions and commercial banks.
- CO4 Explain the core concept of various financial services.

COURSE CONTENTS

UNIT I

Indian and Global Financial System: Introduction – Meaning -- Classification of Financial System. Financial Markets –Capital Market, & Money Market.

UNIT II

Financial Institutions: Types of Banking and Non-Banking Financial Institutions. Constitution, objectives & functions of IDBI, SFCs, SIDCs, LIC, EXIM Bank. Mutual Funds & Hedge Funds

UNIT III

Commercial Banks: Introduction – Role of Commercial Banks – Functions of Commercial Banks Investment Policy of Commercial Banks. Prudential & Exposure norms relating to Credit.

Asset Liability Management - Significance, ALM process. Techniques – Gap, Duration. Simulation, Value at Risk, Book value of equity and market value of equity perspective, Securitization. Asset Reconstruction Companies.

UNIT IV

Regulatory Institutions: Reserve Bank of India (RBI) , Organization , Objectives , Role and Functions. The Securities Exchange Board of India (SEBI) – Organization and Objectives.

UNIT V

Financial Services: Meaning & Definition, Features and Importance. Types of Financial Services – Factoring & Forfeiting, Leasing, Hire Purchase, Venture capital.

UNIT VI

Capital Market Instruments: Introduction, Functions, significance and classification of Primary Market, Secondary Market.

Foreign Direct Investment: Origin, Type, eligibility, conditions, calculations, remittance, reporting and violation.

UNIT VII

Stock Exchange Mechanism: Trading, Settlement, Risk Management, Investor Grievances, Basics of Pricing Mechanism, Carry Forward, Badala, Automated Lending and Borrowing Mechanism. Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags.

TEXT READINGS

1. M.Y .Khan–Indian Financial System, TMH, Latest Edition.
2. Bharti Pathak-The Indian Financial System, Pearson, Latest Edition.
3. R M Shrivastava, Divya Nigam, Management of Indian Financial Institutions, Himalaya Publishing House, Latest Edition.
4. R M Srivastava, Dynamics of Financial Markets and Institutions in India, Excel Books, Latest Edition.
5. Shanmugham, Financial Services, Wiley, Latest Edition.
6. Bhole, L M, Financial Institutions and Markets, TMH, Latest Edition.
7. Gurusamy, Financial Markets and Institutions, TMH Latest Edition.

SUGGESTED READINGS

1. Vasantha Desai: The Indian Financial System, HPH, Latest Edition.
2. Meir Kohn: Financial Institutions and Markets, Oxford University Press, Latest Edition.

3. A Datta; Indian Financial System, Excel Books, Latest Edition.
4. D.K. Murthy and Venugopal: Indian Financial System I.K. International Publishers, Latest Edition.
5. P N Varshney& D K Mittal: Indian Financial System, Sulthan Chand & Sons, Latest Edition.
6. E. Gardon& K Natarajan: Financial Markets & Services, Himalaya Publishing House, Latest Edition.
7. Jadhav Monetary Policy, financial Stability and Central Banking in India, Laxmi Publications, Latest Edition.



MC-305 F BANK AND INSURANCE MANAGEMENT

COURSE OBJECTIVES

The objectives of this course are to explain the student operations of upcoming insurance and banking sector, statutory requirements and understanding of financial environment and market in which they operate.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After the completion of the course the students should be able to:

CO1 Critically understand the core concept and overview of regulatory institutions implications related to banking industry.

CO2 Understand the various banking operations and core concept of ALM by banks.

CO3 Explain the recent trends in economic through digital banking and discuss various banking frauds.

CO4 Understand the importance of life and non-life insurance in risk management through LIC, GIC, and IRDA.

COURSE CONTENTS

UNIT I

RBI and Banking Regulation Act: Banking Structure in India- Reserve Bank of India (RBI), Role of Reserve Bank as a regulator of banking system, Provisions of Banking Regulation Act 1949 & Reserve Bank of India Act 1934. The Banking Regulation (Amendment) Act, 2017. Provisions of Negotiable Instrument Act, 1881. Provisions of Negotiable Instruments (Amendment) Act, 2018.

UNIT II

Overview of Banking Industry: Commercial Banks, Rural Banks, Non- Banking Financial Corporation's (NBFCs) and Co-operative banks their role and significance, International Banking, Capital Adequacy norms for banks- Statutory Liquidity Ratios (SLR), Cash Reserve

Ratio (CRR), Capital Adequacy Ratio (CAR), CAMELS Rating, BASEL accords I, II and III.
Banking Risks: Credit, Liquidity, Market, Operational, Interest Rate and Solvency Risks.

UNIT III

Banking Operations: Customers' accounts with banks, Opening- operation, KYC norms and operation, Types of accounts and customers, Nomination. Core banking solutions, Bank as a lender, Types of loans, Overdraft facilities Discounting of bills, financing book dates and supply bills, Charging of Security bills, pledge, mortgage, assignment.

UNIT IV

Asset liability Management by Banks: Management of NPAs, Asset Reconstruction Company and its role, Securitization and Reconstruction of Financial Assets and Enforcement of Securities Interest Act, 2002 (SARFAESI Act).

UNIT V

Digital Banking & Banking Frauds: Digital Banking in India and evolution, Digital Darwinism, Various Avenues of digital Banking-Banking cards, USSD, Aadhaar Enabled Payment System (AEPS), UPI, Mobile Wallets, Bank pre-paid cards, Point of Sale (PoS), Internet Banking, Mobile Banking, Bharat Interface for Money (BHIM) app. Rupay Card, Debit, Credit, and Smart cards, EFD, RTGS. Money Laundering. Internet Banking Frauds, Phishing, Viruses and Trojans, Spyware and Adware, Card Skimming & scams.

UNIT VI

Risk and Insurance: Defining Risk, Nature and Types of risk, Risk Management Process, Risk and its relation with Insurance, Concept and significance of Insurance, Insurance Act 1938, Insurance Laws (Amendment) Act, 2015. Classification of Insurance – Life and Non-life. General Principles of Insurance, Insurance Application and Acceptance Procedure.

UNIT VII

Life Insurance: Principles, Products Term Insurance Endowment, Insurance, Pensions, Annuities, Claim Management. Premium calculations.

General Insurance: Principles, Products: Fire, Marine, Motor Vehicles, Public Liability, Third Party Insurance, Miscellaneous- Mediclaim and Health Policies, Group Insurance, Burglary Insurance.

UNIT VIII

IRDA: Functions and Importance, Recent Developments in Insurance. Bancassurance, Premium Payment Lapse and Revival, Premium Calculations, Concept of Mortality Tables, Assignment, Nomination, Loans, Surrenders, Foreclosure, Reinsurance, Underwriting.

TEXT READINGS

1. ICSI .Banking and Insurance Law &Practices, Taxmann's Publication, Latest Edition
2. Rejda, Principles of Risk Management and Insurance, 9/e, Pearson, Latest Edition.
3. V Iyenger Introduction to Banking, Excel Books, Latest Edition.
4. Neelam C.Gulati Principles of Insurance Management, Excel Books, Latest Edition.
5. L M Bhole 'Financial Institutions & Markets' Tata McGraw- Hill, Latest Edition.
6. Sunderaram and Varshney. "Banking Theory, Law and practice" Sultan Chand & Sons, New Delhi, Latest Edition.
7. Koch W, Timothy, & S. Scott. "Bank Management" Thomson, New Delhi, Latest Edition.
8. Gordon & Natrajan, Banking (Theory, Law and Practice) Himalaya Publishing, Latest Edition.
9. Agarwal, O.P. Banking and Insurance, Himalaya Publishing, Latest Edition.
10. Neelam C. Gulati Principles of Banking Management, Excel Books, Latest Edition.
11. Skipper, Risk Management and Insurance Perspectives in Global Economy, Wiley, Latest Edition.

SUGGESTED READINGS

1. IIB , Bank Financial Management, Macmillan Publishers, Latest Edition
2. Hull-Risk Management and Financial Institutions, Pearson, Latest Edition.
3. Black-Life and Health Insurance, Pearson. Latest Edition.
4. Timothy Koch & MacDonald, "Bank Management", New York, Dryden Press, Latest Edition.
5. Vasant Joshi and Vinay Joshi, "Managing Indian Banks", Response Books, Latest Edition.
6. Justin Paul-Management of Banking and Financial Services, Pearson, Latest Edition.



MC-303H INDUSTRIAL RELATIONS AND LEGISLATIONS

COURSE OBJECTIVES

Industrial Relations play an important role in organizations. Organisational efficiency and performance are intricately interlinked with industrial relations. This course will expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1. Acquaint with industrial relations framework in our country
- CO2. Know the importance of the maintenance of industrial peace and efforts to reduce the incidence of strike and lockout
- CO3. Critically examine the provisions in the various industrial Disputes Act, for the prevention and settlement of industrial disputes
- CO4. Learn underlying the disciplinary enquiry for misconduct are to understood in view of acquaint misconduct and procedure to be followed before imposing punishment for misconduct alleged and established

COURSE CONTENT

UNIT-I

Introduction: Overview of Industrial Relations – Historical perspective and post-Independence period, Scope, objectives, importance and factors affecting IR and its participants; Approaches to Industrial relations, Code of Discipline; Government policies relating to labor, ILO and its influence on Legal Enactments in India

UNIT-II

Collective Bargaining & Negotiation: Collective Bargaining: Concept, essential conditions for the success of collective bargaining, functions, importance, process, and prerequisites for collective bargaining, implementation and administration of agreements. Negotiations-Types of Negotiations-Problem solving attitude, Techniques of negotiation, negotiation process, essential skills for negotiation, Workers Participation in Management

UNIT-III

Trade Union: Trade Unions: Meaning, Trade Union Movement in India, The role of the Trade Unions in Modern Industrial Society of India, functions of Trade Unions, objectives and importance of Trade Unions, The Trade Union Act, 1926, Procedure for registration of Trade Union, Grounds for the withdrawal and cancellation of registration, Union Structure, Rights and Responsibilities, Penalties for offences of trade unions, Difference between a Registered and a Recognised Trade Union, Problems of Trade Unions, Future Trends of Trade Union Movement in India.

UNIT-IV

Grievance procedure and Discipline management: Grievance – Overview, sources, approaches to grievance machinery, Grievance procedures, and model grievance procedure
Discipline - Causes of Indiscipline - Maintenance of discipline. Principles of Natural Justice, Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry, Principles of Hot stove rule.

UNIT-V

Industrial Conflicts: Industrial conflict – Perspectives, Nature of conflicts and its manifestations causes and types of Industrial conflicts, Prevention of Industrial conflicts, Industrial disputes act of 1947, Settlement Machinery of Industrial disputes Paradigm shift from industrial relations to employee relations – Shift in focus, difference, employee relations management at work, culture and employee relations, future of employee relations.

UNIT-VI

Industrial Legislation

Factories Act, 1948, Maternity Benefit Act, 1961, Contract Labour Act, 1970, Child Labour (Prohibition & Regulation) Act, 1986, Industrial Employment Act, 1946, Industrial Employment (Standing orders) Act, 1946, Employees' State Insurance (ESI) Act, 1948, Employee Compensation Act, 2013

TEXT READINGS

1. Sen –Industrial Relation in India, Macmillan Publishers, Latest Edition.
2. Sinha-Industrial Relations, Trade Unions, and Labour Legislation, Pearson, Latest Edition.
3. B D Singh, Industrial Relations and Labour Laws, Excel Books, Latest Edition.
4. Monappa, Arun - Industrial Relations, TMH, Latest Edition.
5. Taxmann's, Labour Laws, Taxmann, Latest Edition.

SUGGESTED READINGS

1. Dundon, T & Dorek. R, Employment Relations in Non-Union Firms. New York Routledge, Latest Edition.
2. Joseph. J. Industrial Relations Towards a Theory of Negotiator Connectedness New Delhi: Response Books, Latest Edition.
3. Kaufman, B. (Ed.). The Global Evolution of Industrial Relations: Events and the IIRA. Geneva: International Labour Office, Latest Edition.
4. Kelly. E. J, Industrial Relations: Critical Perspectives on Business and management, London: Routlodgo, Latest Edition.
5. Venkata Ratnam. C. S. Industrial Relations. New Delhi: Oxford University Press, Latest Edition.



MC-304H HUMAN RESOURCE DEVELOPMENT & AUDIT

COURSE OBJECTIVES

The objective of the Human Resource Development Course is to provide the students with a clear understanding of the concepts, processes, practices and strategies that form the basis of successful HRD in organizations. The course is intended to facilitate the development of knowledge and skills that HRD specialists need in performing their strategic role. The course strives to facilitate the understanding of how concepts and theories can be put into practice in a variety of organizations. The content of the course is also designed to familiarize students with the role of line managers and HR specialists in HRD.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

- CO1. To make the students aware of the various concepts, process and practices of HRD in the present Corporate world.
- CO2. To enable the students to work as a catalyst who can enhance cordial work relations in an organization.
- CO3. To understand the concept of work-life balance along with their career advancement.
- CO4. To develop a holistic approach towards culturally diverse employees.

COURSE CONTENTS

UNIT I

HRD Concepts: Concept, Evolution, HRM & HRD Functions, Challenges & Goals of HRD

UNIT II

HRD Professionals: Roles and Competencies, Competency Mapping of Employees.



UNIT III

HRD Mechanisms: Emerging trends.

UNIT IV

Career Management and Development: Work-Life Integration, Performance Management System.

UNIT V

Applications of HRD: HRD Climate, HRD Climate and organizational change, HRD for Workers (blue collar employees).

UNIT VI

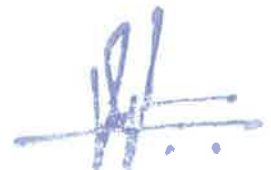
HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.

TEXT READINGS

1. Kandula, Strategic Human Resource Development, PHI Learning, Latest Edition.
2. French, Bell - Organizational Development and Transformation, TMH, Latest Edition
3. R Krishnaveni, Human Resource Development Excel Books, Latest Edition
4. Kalyani Mohanty Human Resource Development & Organisational Effectiveness, Excel Books, Latest Edition.
5. Dessler- Human Resource Management, Pearson, Latest Edition.
6. Mankin. D. Human Resource Development New Delhi, Oxford Univ Press, Latest Edition.

SUGGESTED READINGS

1. Kozlowski. S. V. J. & Slas. E, (Ed). Learning, Training, and Development in Organisations. New York: Rout ledge, Latest Edition.
2. Agarwala. T. Strategic Human Resource Management, Oxford University Press; Rao. T. V., HRD Audit New Delhi: Response Books, Latest Edition.
3. Som, A. Organization Redesign and Innovative HRM. New Delhi: Oxford University Press
Wornor. J.M.t & DeSimono, R. L Human Resource Development: Foundation: Framework & Application, Cengage Learning, Latest Edition.



MC-305H SOCIAL PSYCHOLOGY

COURSE OBJECTIVES

The objective of the Social Psychology Course is to impart knowledge of the basic concepts and modern trends in Social Psychology, to foster interest in Social Psychology as a field of study and research and to make the students aware of the applications of the various concepts in Social Psychology in the Indian context.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

CO1. Initiate understanding of Human Behavior Concepts at work place.

CO2. Enhance creative application of Social Psyche Fundamentals to analyze work efficiency of employees.

CO3. Help realize significance of Non-Verbal Communication in organization.

CO4. Educate and make young minds realize the significance of safety management in organization.

COURSE CONTENTS

UNIT I

The Field of Social Psychology:

- a) Social Psychology: what it is and what it does?
- b) Social Psychology: its cutting edge
- c) A brief look at history: the origins and early development of Social Psychology

UNIT II

Social Cognition:

- a) Schemas: Mental Frameworks for Organizing and Using Social Information
- b) Potential Sources of Error in Social Cognition

UNIT III

Social Perception:

- a) Nonverbal Communication: The unspoken Language of Expressions Gazes and Gestures
- b) Attribution: Understanding the Causes of others Behaviour
- c) Impression Formation and Impression Management

UNIT IV

Attitude Formation:

- a) How Attitudes Develop
- b) When and why do Attitudes influence Behaviour?
- c) How do attitudes guide Behaviour?
- d) The Fine Art of Persuasion: how Attitudes are changed?
- e) Resisting Persuasion attempts
- f) Cognitive Dissonance: What it is and how we manage it?

UNIT V

The Self:

- a) Personal and Social Identity
- b) Self Esteem
- c) Self Presentation and Self-Regulation

UNIT VI

Social Influence:

- a) Conformity: Group Influence in Action
- b) Compliance: To Ask – Sometimes - Is to Receive
- c) Symbolic social influence: how we are influenced by others even when they are not there
- d) Obedience to Authority
- e) The Prevention and Control of Violence: Some Useful Techniques

UNIT VII

Employment testing:

- a) Testing Abilities
- b) Testing Personality
- c) Testing Skills & Achievement
- d) Interview Techniques

TEXT READINGS

1. Baron, R. A., Branscombe, N. R., & Byrne, D. Bhardwaj, G, Latest Edition .
2. Social Psychology. New Delhi: Pearson Education, Indian subcontinent adaptation, Latest Edition.

SUGGESTED READINGS

1. Aronson, E., Wilson, T. D., & Akert, R. M. Social Psychology. New Jersey: Pearson Education prentice Hall, Latest Editio.
2. Baumeister, R. F., & Bushman, B. J. Social Psychology and Human Nature. International student edition, Thomson Wadsworth USA, Latest Edition.
3. Delamater, J. D., & Myers, D. J. Social Psychology, Thomson Wadsworth International student edition, USA Latest Edition.
4. Franzoi, S. L. Social Psychology, New York McGraw Hill co, Latest Edition.
5. Kenrick, D. T., Newberg, S. L., & Cialdini, R. B. Social Psychology: Goals in Interaction. Pearson Education Allyn and Bacon, Boston, Latest Edition.
6. Taylor, S. E., Peplau, L. A., & Sears, D. O. Social Psychology, New Delhi: Pearson Education, Latest Edition.



MC 303I WEB DESIGN AND TECHNOLOGY

COURSE OBJECTIVES

The objective of this course is to help students to understand the concepts of Web site, page using HTML/DHTML/XML, Database and their use in organization and processing complex business information.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have 20 marks for external viva-voce and 40 marks for the written examination that will have the theory and practical problems. 7 to 8 questions will be asked, out of which students will be required to attempt any 5 questions.

COURSE OUTCOME:

- CO1. Basic knowledge of front-end tools used for web designing,
- CO2. Understanding web designing concepts.
- CO3. Understand CSS (Cascading Style Sheet) and different style techniques
- CO4. To understand basic of content management systems

COURSE CONTENTS

UNIT I

Class/Course Introductions, Structure and history of the World Wide Web, Introduction to HTML/DHTML, Browsers, platforms, servers, devices, and file structure Identify basics of usability, identify good web design, Web standards and accessibility, How design drives action and organizes content

UNIT II

Identify elements of a wireframe, Identify architecture styles and objectives, Identify client requirements, content and audience actions.

UNIT III

Understanding web graphics, JPG, GIF, SVG, PNG formats, Saving images for web, color design and theory. Identify and apply the elements of design composition, contrast, and balance, rule of thirds, emphasis, proximity, patterns, Line, shape, unity, color and typography.

Creating JPG, GIF, SVG and PNG images, Scanning and optimizing web images, Creating a color palette, Typography for web.

UNIT IV

Introduction to the CSS language. What are internal, inline and external style techniques. Creating a basic style sheet and applying it to an HTML page. HTML layout using <DIV> Style sheet layout using floats.

UNIT V

Introduction to content management systems. Identifying database-driven design. Identify Open source and closed source (Content Management) CM system and basics of functionality.

UNIT VI

Introduction to dynamic languages and platforms (JavaScript, ASP, PHP and SQL)

UNIT VII

Identify main development tools and languages and how they are used.
Identify functionality on live websites and what tools were used to create them.

TEXT READINGS –

1. Web design books for beginners, Author: Steve Krug, Latest Edition.
2. Learning Web Design, Author: Jennifer Niederst Robbins, Latest Edition.
3. Web Development and Design Foundations with HTML5, Author: Terry Felke-Morris, Latest Edition.
4. Mastering HTML, CSS & Javascript - by Laura Lemay (Author), Rafe Colburn (Author), Jennifer Kyrnin (Author), Publisher: Pearson Education, Latest Edition.
5. PHP and MySQL Web Development by Luke Welling, Publisher: Pearson Education, Latest Edition.



MC-304I MANAGEMENT INFORMATION SYSTEM

COURSE OBJECTIVES

The objective of this course is to help the student acquire the basic knowledge of information system so as to enable them to make more efficient use of information for decision making.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have 20 marks for external viva-voce and 40 marks for the written examination that will have the theory and practical problems. 7 to 8 questions will be asked, out of which students will be required to attempt any 5 questions.

COURSE OUTCOMES

After completion of the course the students should be able

- CO1. To understand the use of information system in Business operations
- CO2. To learn the process and development of Management Information System
- CO3. To create awareness of computer operation of Manual Information System
- CO4. To Help in Managerial Decision Making, with the support of Information System

COURSE CONTENTS

UNIT I

The meaning and use MIS, System View of Business, Process of MIS, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS.

UNIT II

Planning, Implementation and Controlling of Management Information System.

UNIT III

Fundamentals of Data Processing, Computer Operation of Manual Information System, Components of Computer Systems, Flow Chart, Conversion of Manual to Computer Based Systems, Computer Systems Software, Application Software, Telecommunication Modem.

UNIT IV

Managerial Decision Making, characteristics and components of Decision Support System.



UNIT V

System Design: System design consideration, input/output design, forms design, file organization and database, data management, file design, program design, control and security.

TEXT READINGS

1. Sushila Madan, Management Information System, Taxmann's Goyal, Latest Edition.
2. Management Information System, Macmillan Publishers Arora, Latest Edition.
3. Bhatia Management Information Systems, Excel Books Kumar & Gupta, Latest Edition
4. Management Information Systems, Excel Books, Latest Edition
5. Laudon, Management Information Systems: Managing the Digital Firm, Pearson, Latest Edition.
6. Pearlson Managing and using Information Systems, Wiley, Latest Edition.

SUGGESTED READINGS

1. Rainer, Introduction to Information Systems: Supporting and Transforming Business, Wiley, Latest Edition.
2. McLeod-Management Information Systems, Pearson, Latest Edition.
3. O'brien , James, Management Information System (SIE), TMH , Latest Edition.
4. Jawadekar Waman, Management Information Systems: Text& Cases, TMH, Latest Edition.
5. Davis, Keith, Management Information Systems, TMH, Latest Edition.



MC-305I RDBMS USING ORACLE

COURSE OBJECTIVES

The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have 20 marks for external viva-voce and 40 marks for the written examination that will have the theory and practical problems. 7 to 8 questions will be asked, out of which students will be required to attempt any 5 questions.

COURSE OUTCOMES

After completion of the course the students should be able

CO1. To understand the basics of Relational Database Management System

CO2. To manage the data into well organized manner

CO3. To learn the concepts of SQL

CO4. To Learn the concept of centralize database using data mining and data warehousing.

COURSE CONTENTS

UNIT I

Database Management Systems: Overview-Data, Database and Database Management Systems, Database System Applications, Data Independence, Advantages and Disadvantages of Database Management System, DBMS Vs RDBMS, Entities, Attributes.

UNIT II

Database System Architecture: Architecture of DBMS, Schema, Oracle Architecture, Data Definition Language, Data Manipulation Language; Database Manager, Database Administrator, Data Dictionary, Client / Server Architecture.

UNIT III

Database Models: Data Model and Types of Data Model, Relational Data Model, Hierarchical Model, Network Data Model, Object/Relational Model, Object-Oriented Model; Entity-Relationship Model.

UNIT IV

RDBMS: Concepts of RDBMS, Components of RDBMS, RDBMS Properties, Codd's Rules for RDBMS. Normalization: Functional Dependency; Anomalies in a Database; Properties of Normalized Relations; First Normalization; Second Normal Form Relation; Third Normal Form; Boyce-Codd Normal Form (BCNF); Fourth and Fifth Normal Form.

UNIT V

SQL (Structured Query Language): Introduction to SQL, SQL operators and functions, SQL select statement and type of queries, GROUP BY Feature, Updating the Database, Data Definition Facilities, basic SQL Queries, Union, Intersect and Except, SQL Joins, Aggregate operator, Null Values.

UNIT VI

Advanced Database Concepts: Data mining, data warehousing-design, basic principles, OLAP, transaction management, failure & recovery

TEXT READINGS

1. Dasgupta, Database Management System, Oracle, SQL&PL/SQL, PHI, Learning, Latest Edition.
2. Deshpande, SQL & PL/SQL for Oracle 10g Black Book, Dreamtech, Latest Edition.
3. Dreamtech, Oracle 10g Administration in Simple Steps, Dreamtech, Latest Edition.
4. Harrison-Oracle Performance Survival Guide A Systematic Approach to Database, Pearson, Latest Edition.

SUGGESTED READINGS

1. Ramez Elmasri & Shamkant B. Navathe, "Fundamentals of Database Systems", Addison-Wesley, New Delhi, Latest Edition.
2. Ivan Bayross, "SQL / PLSQL", BPB Publications, New Delhi, Latest Edition.
3. Abraham Silberschatz, Henry F. Korth, S. Sundershan, "Database System Concepts", McGraw Hill Inc., New York, Latest Edition.
4. Bipin C. Desai, "An Introduction to Database Systems", Goltotia Publications, Latest Edition.
5. Ivan Bayross, "Commercial Application Development using Oracle /Developer", BPB Publications, New Delhi, Latest Edition.
6. C.J. Date, "An Introduction to Database Systems", Addison-Wesley, New Delhi, Latest Edition.
7. George Koch & Kevin Loney, "ORACLE 8 – The Complete Reference", TMH, Latest Edition.



MC -303P TECHNOLOGY MANAGEMENT

COURSE OBJECTIVES

Objective of this course is providing the students exposure to the concepts of technology management, and technology management issues like technology development, acquisition, absorption, diffusion and technology support systems.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.

CO2. To understand the interdependence of the operations function with the other key functional areas of a firm.

CO3. To apply analytical skills and problem-solving tools to the analysis of the operations problems.

CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business operations.

COURSE CONTENTS

UNIT I

Introduction to Technology Management: Concept and Meaning of Technology and Technology Management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.

UNIT II

Technology Acquisition: Technology Acquisition, Alternatives for Acquiring New Technologies, Reasons Compelling a Company for Obtaining a New Technology, Management of Acquired Technology, Measures of Scale and Mechanisms for Acquiring Technologies- Economy of scale or Scale economy; Levels of scale; The measurement of scale; Factors affecting the choice of scale.

UNIT III

Technology Forecasting: Concept of Technology Forecasting- Characteristics of technology forecasting; Technology forecast method; Principles of technology forecasting, Technology Forecasting Process, Need and Role of Technology Forecasting, Forecasting Methods and Techniques, Planning and Forecasting

UNIT IV

Technology Strategy and Competitiveness: Technology Strategy-Technology strategy and management; Elements of an accessible technology strategy, Innovation Management, Competitive Advantage- Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment.

UNIT V

Technology Adoption, Diffusion, and Absorption: Technology Adoption, Technology Diffusion- of technology diffusion; Perspectives of innovation diffusion process; Activities necessary for diffusion process, Technology Absorption- Role of technology absorption; Benefits of technology absorption; Constraints in technology absorption, Technology Package and Technological Dependence, Indian Experience in Technology Absorption Efforts, Issues Involved in the Management of Technology Absorption and Government Initiatives.

UNIT VI

Selection and Implementation of New Technologies – Automation Decisions: New Technologies, Selection of a New Technology, Implementation of New Technology, Automation- Automation and automation technology; Automation decisions

UNIT VII

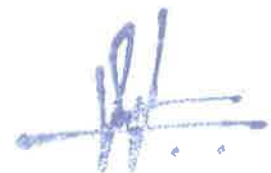
Aspects and Issues in Technology Management: Technological Change- Characteristics of technological change; Classification of technological change; Impact of technological change, Technology Life Cycle, Technology Transformation, Technology Policies and Policy Instruments, Technological Development Options and Strategies, Technology and Socio-Economic Planning, Diffusion and Growth of Technologies- Information technology revolution; Macro effects of technological change

TEXT READINGS

1. Khalil, Tarek, Management of Technology, TMH, Latest Edition.
2. Khalil Tarek , Shankar Ravi, Management of Technology; The key to competitiveness & Wealth creation, McGraw Hill Education, Latest Edition.
3. Burgelman, Robert, Strategic Management of Technology & Innovation, TMH, Latest Edition.
4. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson, Latest Edition.
5. White, The management of Technology and Innovation , Cengage Learning, Latest Edition.
6. Frenzel, Management of information Technology, Cengage Learning, Latest Edition.
7. Tidd, Managing Innovation: Integrating Technological Market and Organizational Change, Wiley, Latest Edition.

SUGGESTED READINGS

1. Betz and Fredrick, Managing Technology, New Jersey, Prentice Hall Publications, Latest Edition.
2. Dodgesonmark, Technology Strategy and the Firm, U.K., Longman Publications, Latest Edition.
3. Stoneman, Economic Analysis of Technological Change, Oxford Univ. Press, Latest Edition.
4. Micheal Earl, Information Management, London, Oxford University Press, Latest Edition.
5. Rohtangi, K. Rohtangi and B. Bowonder, Technology Forecasting, TMH Publications, Latest Edition.
6. Peter F. Drucker, Technology Management and Society, London, Pam Books, Latest Edition.
7. IGNOU Notes on Technology Management (MS-94), Meerut, IGNOU Pub, Latest Edition.



MC -304P PRODUCT INNOVATION AND OPERATIONS PLANNING

COURSE OBJECTIVES

Improve the understanding and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas. The course is design to equip the students with the concepts of Operations Planning. The emphasis will be on the application of concepts and tools used in OPC for achieving efficiency and quality superiority.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms

CO2. To understand the interdependence of the operations function with the other key functional areas of a firm

CO3. To apply analytical skills and problem-solving tools to the analysis of the operations problems.

CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business operations.

Course Contents

UNIT I

Product Strategy: Product strategy, Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis, Development of a Product/Market Program, Product Mix Strategy. Analysis of product line and product mix decisions.

UNIT II

Product Development: Idea generation, concept and product development and evaluation, and business analysis.

Characteristics of Successful Product Development, New Product Development Process and Organizations

UNIT III

Product Design: Introduction, Design, Invention and Innovation, The Changing Design Process, Design and Development, Designer's Dilemma/Task, Emerging Challenges for Design and Innovation, Reengineering the Development Process, Total Quality Design.

UNIT IV

Testing products and other critical elements of marketing mix . Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, Relaunch. Test market planning, evaluation, and introduction strategies.

UNIT V

Introduction to Operations Planning and Control: Need of OPC, Functions of OPC, Factors Influencing OPC in the Organization, Manufacturing/Service Methods and Managerial Policies and Pre-requisites of OPC.

UNIT VI

Factors Influencing Process Planning: Step in Process Planning and Process Selection, Process Design, interrelationship of product/service design and process design, relationship between process planning and other operations activities.

UNIT VII

Product-Process Technologies: Automation, scope, NCMs, Robots etc. Automated Process Control, Automated storage and retrieval systems .

TEXT READINGS

1. Saaksvuori, Product Lifecycle Management, Wiley, Latest Edition.
2. Stephen N Chapman, Fundamentals of Production, Planning and Control, Latest Edition.
3. R K Srivastava, Product Management & New Product Development, Excel Books, Latest Edition.

SUGGESTED READINGS

1. Jhamb, Production Planning and Control, Pune: Everest Publications, Latest Edition.
2. Hari Raghu Rama Sharma, Production Planning and Control Concepts and Application, New Delhi: Deep and Deep Publications, Latest Edition.
3. Bill Scott, Manufacturing Planning System, London: McGraw-Hill Publications, Latest Edition.'
4. George W. Plossl, O. R. Licky's. Materials Requirement Planning, New York: McGraw-Hill Publications, Latest Edition.

MC-305P PURCHASE AND MATERIAL MANAGEMENT

COURSE OBJECTIVES

The objective of the course is to expose students to the major activities like physical supply, physical distribution and operations planning and control of material in an organisation. This help them in developing abilities and skills required for the planning, sourcing, moving, storing and controlling materials most effectively and efficiently.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

CO1 To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.

CO2 To understand the interdependence of the operations function with the other Key functional areas of a firm .

CO3 To apply analytical skills and problem-solving tools to the analysis of the operations Problems.

CO4 To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business operations.

COURSE CONTENTS

UNIT I

Material Management: Introduction, Objectives, Functions, organisation of material management, standardization, Simplification/variety reduction, codification: systems of codification, advantage/disadvantage; classification of material by value analysis and by codification.

UNIT II

Purchasing: Introduction, Objectives, purchasing planning, Methods of purchasing: centralized and decentralized, Industrial, Dynamic; Organisation of Purchase Management, Vendor evaluation and performance rating, evaluation of purchasing performance of an organization, Just in Time purchasing, Purchasing negotiating skills.

UNIT III

Materials Planning and Budgeting: Introduction, material planning, tools of material planning: Bill of Materials, Past Consumption Analysis; Aggregate production planning, master production scheduling, Materials requirement planning (MRP), MRP system, Material planning process, Materials Budgeting, factors governing materials budget, MRP II (Introduction, concepts), MRP II with Just in Time, choice of software, making MRP II system work, achieving business objectives with MRP II.

UNIT IV

Material Handling: Introduction, Objectives, Concept of Material Handling, Objectives of material handling, Principles of material handling, Equipment Used for Material Handling, Points to be Considered While Handling Materials, Role of Material Handling in Logistics, Disposal of surplus, obsolete and scrap.

UNIT V

Material Storage System: Introduction, Objectives, Concept of Material Storage System, Unit Load Storage, Storage principles, Storage design and its benefits, Storage Methods

UNIT VI

Storehouse Operations and Control: Introduction, Objectives, Storehouse Operations and its Objectives, organising a Store, Store Location and Layout, Selecting appropriate storage system, Centralisation, Decentralisation and variety reduction of stores, Store Housekeeping, Stores Accounting.

UNIT VII

Warehousing: Introduction, Objectives, Concept of Warehousing, Need for warehousing management, Evolution of warehousing, Functions of Warehouses, Types of Warehouses, Warehousing Cost, Warehousing Strategies, Significance of Warehousing in Logistics, Warehousing Management System (WMS).

TEXT READINGS

1. Gopala krishnan "Purchasing and Materials Management", TMH, Latest Edition.
2. K.C. Jain, Jeet Patidar, "Purchasing and Materials Management", S. Chand Publication, Latest Edition.
3. Bill Scott, "Manufacturing Planning System", London: McGraw-Hill Publications, Latest Edition.
4. George W. Plossl, O. R. Licky's. "Materials Requirement Planning", New York: McGraw-Hill Publications, Latest Edition.

SUGGESTED READINGS

1. A.K. Chitale, R.C. Gupta, "Materials Management: A Supply Chain Perspective", PHI, Latest Edition.



MC-303B INTRODUCTION TO BUSINESS ANALYTICS

COURSE OBJECTIVES

To understand importance of analytics and usage of data from variety of current business scenarios. This will enhance the skills and knowledge base of understanding the business analytics within an organization as well as equip the user with tools and techniques of analytics in managing business domain.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

COURSE OUTCOMES

After completion of the course the students should be able

CO1 To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and application of analytics in various business domain.

CO2 To understand the interdependence of the analytics function with the other key functional areas of a firm

CO3 To apply analytical skills and problem-solving tools to the analysis of the business decision problems

CO4 To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business analytics.

COURSE CONTENTS

UNIT I

Business Analytics (BA): Meaning and definition of business analytics, steps of the business analytics process, business analytics process with the organization decision-making process, Importance of BA in terms of competitive advantage and new sources of data, Overview of BA Tools, Management issues in BA, Analytics in Current Business Scenario: Financial Analytics, Marketing Analytics, Human Resource Analytics, Supply Chain Analytics, Web Analytics.



UNIT II

Descriptive Analytics: Visualizing and Exploring data, Pattern identification.

UNIT III

Predictive Analytics: Logic driven model and data driven model, Least Square Prediction: Forecasting with – Classical Regression model (CLRM), Autocorrelation, Lagged Depended Variables, ARCH and GARCH models.

UNIT IV

Prescriptive Analytics: Optimization, Stochastic process: Basic definitions, Brownian Motion, Stationary Processes, Brownian motion in the stock market.

UNIT V

Big-Data: role of data for analytics, various forms of data, Characteristics of Big Data: Volume, Velocity, Variety, Veracity and Value, Big Data Technologies, Analytics Flow for Big Data: Data Collection, Data Preparation, Analysis Types, Analysis Modes.

UNIT VI

Framework for Data driven decision, Analytics capacity Building.

UNIT VII

Introduction of Software's: SPSS, SAS, R, E-views, Power BI, Tubule

TEXT READINGS

1. Big Data Analytics: A Hands-On Approach by Arshdeep Bahga& Vijay Madisetti ISBN: 978-1-949978-00-1
2. Essentials of Business Analytics by Jeffrey D. Camm (Author), James J. Cochran (Author), Michael J. Fry (Author), Jeffrey W. Ohlmann (Author), David R. Anderson, Latest Edition.
3. Business Analytics by James R Evan, Pearson. Latest Edition.
4. Data Analytics by Anil Maheshwari, TMH publication, Latest Edition.
5. Business Analytics: The Science of Data-Driven Decision Making Kindle Edition by U Dinesh Kumar, Latest Edition.



MC-304B PREDICTIVE MODELING

COURSE OBJECTIVES

This course covers the skills required to assemble analysis flow diagrams using the rich tool set of for pattern discovery (segmentation, association, and sequence analyses) and predictive modelling (decision tree, regression, and neural network models).

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections A and B. Section A worth 40 marks will have 6 theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/Numerical/practical problems.

COURSE OUTCOMES

After completion of the course the students should be able

- CO1 To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and application of analytics in various business domain.
- CO2 To understand the interdependence of the analytics function with the other key functional areas of a firm .
- CO3 To apply analytical skills and problem-solving tools to the analysis of the business decision problems.
- CO4 To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business analytics.

COURSE CONTENTS

UNIT I

Introduction & Accessing and Assaying Prepared Data: Introduction to Applied and Advanced Analytics, creating project, library, and diagram, defining a data source, exploring a data source

UNIT II

Introduction to Predictive Modeling with Decision Trees: cultivating decision trees, optimizing the complexity of decision trees, understanding additional diagnostic tools, autonomous tree growth options

UNIT III

Introduction to Predictive Modeling with Regressions: selecting regression inputs, optimizing regression complexity, interpreting regression models, transforming inputs, categorical inputs, polynomial regressions

UNIT IV

Introduction to Predictive Modeling with Neural Networks and Other Modeling Tools: introduction to neural network models, input selection stopped training, other modeling tools.

UNIT V

Model Assessment and Implementation: model fit statistics, statistical graphics, adjusting for separate sampling, profit matrices, internally scored data set, score code modules.

UNIT VI

Introduction to Pattern Discovery: cluster analysis, market basket analysis.

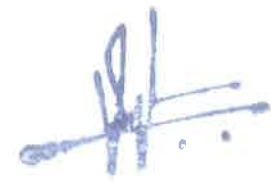
UNIT VII

Special Topics & Case Study: ensemble models, variable selection, categorical input consolidation, surrogate models, **Case Studies based on** segmenting, association analysis, simple credit risk model, predicting college admission to management institute shall be developed.

Software Requirements: R

TEXT READINGS

1. Applied Analytics using E-Miner, Global Courseware, Latest Edition.
2. Olivia Parr-Rud, Business Analytics Using Enterprise Guide and Enterprise Miner: A Beginner's Guide, Latest Edition.
3. Predictive Analytics and Data Optimization Hardcover – Mick Benson (Editor) Willford press, Latest Edition.
4. Mastering Predictive Analytics with R Paperback – Import, Rui Miguel Forte PACKT publishing, Latest Edition.



MC-305B STATISTICAL PROGRAMMING IN 'R'

COURSE OBJECTIVES

To understand and run 'R' software for developing programming skills and impart basic skills of using statistical programming, computation, graphics, and modeling using 'R'.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

COURSE OUTCOMES

After completion of the course the students should be able

CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and application of analytics in various business domain

CO2. To understand the interdependence of the analytics function with the other key functional areas of a firm.

CO3. To apply analytical skills and problem-solving tools to the analysis of the business decision problems.

CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business analytics.

COURSE CONTENTS

UNIT I

Introduction to 'R': Installing R in windows, R Console, R window to edit and execute R commands, Commands and Syntax, Packages and Libraries, Install and load a package in R, Help in R, Getting help about R commands, Workspace in R, Save and load R file in workspace.

UNIT II

Data Structures: Introduction to Data Structures, why data structures, Types of data structures in R, Vectors, Types of Vectors and their creation procedures, assigning created Vector to an object, Basic vector operations, Operations between vectors, Matrices, Creating a matrix. Extracting elements rows or columns from a matrix, combining two matrices, Basic matrix

operations, Arrays, Creating an Array, Finding type and dimension of Array, Lists, Creating a List, Extracting a specific component from a list, Extracting a component from a sub list, Factors, Creating a factor, Unordered and ordered factors, Data frames, Creating a Data frame, Examining different parts of a data frame, Editing and saving a data frame.

UNIT III

Importing Exporting data & data types: Import from and export to CSV, SPSS, text file and Excel. Data types Numerical, nominal and ordinal data types, modifying data types.

UNIT IV

Graphical Analysis: Modifying the Points and Lines of a Graph, Using type, pch, font, cex, lty, lwd, col arguments in plot() command. Modifying Title and Subtitle of a Graph Using main, sub, col.main, col.sub, cex.main, cex.sub, font.main, font.sub arguments in plot() command. Modifying Axes of a Graph Using xlab, ylab, col.lab, cex.lab, font.lab, xlim, ylim, col.axis, cex.axis, font.axis arguments and axis() command. Adding Additional Elements to a Graph Using points(), text(), abline(), curve() commands. Adding Legend on a Graph Using legend() command. Special Graphs Using pie(), barplot(), hist() commands. Multiple Plots Using mfrow or mfcpl arguments in par() command and layout command.

UNIT V

Descriptive Statistics: Measures of Central Tendency, Mean, Median and Mode, Measures of Positions, Quartiles, Deciles, Percentiles and Quantiles. Measures of Dispersion, Range, Median, Absolute deviation about median. Variance and Standard deviation. Measures of Distribution, Skewness and Kurtosis .

UNIT VI

Relationship Between Variables: Correlation Concept, Measures of correlation and corresponding tests: Pearson's r, Spearman's r. Simple Linear Regression Definition, assumptions, hypothesis. Model fit, verification of assumptions, hypothesis testing. Prediction. Multiple Linear Regression Definition, assumptions, hypothesis Testing . Model fit: Manual and Automatic

UNIT VII

Comparing Populations: Test of Hypothesis, Concept of Hypothesis testing. Null Hypothesis and Alternative Hypothesis Cross Tabulations Contingency tables and their use. Chi-Square test. Fisher's exact test .One Sample t test Concept, Assumptions, Hypothesis, Verification of assumptions, Performing the test and interpretation of results. Independent Samples t test Concept, Type, Assumptions, Hypothesis, Verification of assumptions, Performing the test and interpretation of results. Paired Samples t test Concept, Assumptions, Hypothesis, Verification of assumptions, Performing the test and interpretation of results.



UNIT VIII

ANOVA: One Way Concept, assumptions, hypothesis, verification of assumptions. Model fit, hypothesis testing. Post hoc tests: Fisher's LSD, Tukey's HSD. MANOVA, ANCOVA

UNIT IX

Time Series Analysis: Time series data and their graphical representation. Time index. Decomposition of time series data. Simple exponential smoothing, Holt's linear trend model, Winter's seasonal method. ARIMA Modeling, ARCH and GARCH Models

TEXT READINGS

1. Mark Gardener: Beginning R: The Statistical Programming Language, Wiley publications, Latest Edition.
2. Norman Matloff: The Art of R Programming: A Tour of Statistical Software Design, O'Reilly & Associates Inc, Latest Edition.
3. Eric Mayor, Learning Predictive Analytics with R, Packet Publishing, Latest Edition.
4. Sandeep Rakshit, "R for Beginners", Mc Graw Hill Education, Latest Edition.
5. Hadley Wickham, Garrett Golemund, R for Data Science Import, Tidy, Transform, Visualize, and Model Data O'Reilly Media, Latest Edition.



MC-401C BUSINESS LEGISLATION

COURSE OBJECTIVES

The objective of this course is to acquaint the students with the knowledge of the legal framework which influences the functioning of business. Here the emphasis is to develop an understanding among the students of the significant provisions of selected business laws and help them acquire the ability to address basic application-oriented issues.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1. Understand the legal system, in which a business functions,
- CO2. Develop an understanding of relationship of various laws and economic activities, application of business laws in business activities.
- CO3. Develop an understanding of application of business laws in business activities.
- CO4. Develop a sense of ethical viewpoint towards business laws and legislation in conduct of economic activities.

COURSE CONTENTS

UNIT I

The Indian Contract Act, 1872: General Principles of Contract, Nature and classification of contract, Essential elements of a Valid Contract, Offer and Acceptance, Void and Voidable Agreements, Performance of Contracts, Discharge of Contracts, Breach of a Contract and Its Remedies, Contingent and Quasi-Contracts, Contracts of Indemnity and guarantee, Contract of Bailment, Contract of Agency, Contract of Pledge, Difference between Pledge, Hypothecation, and Mortgage.

UNIT II

The Sale of Goods Act 1930: Formation and Essentials of a Sales Contract, Conditions and Warranties, Transfer of ownership and delivery of goods.

Duties of Seller and Buyer, Unpaid seller and his rights, Remedies for Breach of a Sale Contract.

UNIT III

The Negotiable Instrument Act, 1881: General Principles, Meaning and Definition of Negotiable Instruments, Nature and Types, Negotiation and Assignment, Ambiguous Instruments, Holder in due Course, Dishonor and Discharge of a Negotiable Instruments.

UNIT IV

The Companies Act, 2013: Meaning, Definition and Essential features of a Joint Stock company, Types of Companies, Difference between a private and Public Ltd. Company, Promotion and Incorporation of a company, Corporate Veil theory, Memorandum and Article of Association, Doctrine of Constructive Notice and Indoor Management of Companies, Capital of the Company, Meetings of the companies- General Principles and Types, Minority Protection, Winding-up and Dissolution of Companies.

UNIT V

Consumer Protection Act: Key terms and their definition, Consumer Rights, Legislative framework on Consumer Protection in India, Remedies and Relief available to consumers.

Law of Partnership: Meaning and Essential Features of Partnership, Essential Elements of Partnership, Formation of Partnership and Types of Partners, Rights, Duties and Liabilities of Partners, Dissolution of Partnership.

UNIT VI

Overview of Recent Business Laws I- The Limited Liability Partnership Act, 2008, Foreign Exchange Management Act, 1999, The Competition Act, 2002.

UNIT VII

Overview of Recent Business Laws II- Information Technology Act, 2000, Important Provisions relating to Intellectual Property

TEXT READINGS

1. Avtar Singh, Mercantile Law, Eastern Book Company, Latest Edition.
2. Chandra Bose, Business Laws, PHI, Latest Edition.
3. Bulchandani, Business Law for Management, Himalaya Publishing House, Latest Edition.
4. Kumar, Legal Aspect of Business, Cengage Learning, Latest Edition.
5. Taxman's General and Commercial Laws, Latest Edition.
6. M.C. Kuchhal & Vivek Kuchhal Business Law, Vikas Publishing House, Latest Edition.
7. Satish B. Mathur Business Law, McGraw Hill Education (India) Private Limited, Latest Edition.

SUGGESTED READINGS

1. Mazumdar, A.K. and Kapoor, G.K., Company Law and Practice, Taxman, Rohini Aggarwal, Latest Edition.
2. Mercantile & Commercial Law, Taxmann, Latest Edition.
3. M.C. Kuchhal, Business Law, Vikas Publishing House, Bare acts related to the above laws, Latest Edition.

MC-402C STRATEGIC MANAGEMENT

COURSE OBJECTIVES

The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After the completion of the course the students should be able to:

- CO1. Gain knowledge of various functional areas and other aspects of management.
- CO2. Understand the concepts and tools that support strategic management in organizations is developed.
- CO3. Apply the concepts to analyze strategic issues in organizations and to develop strategies.
- CO4. Develop knowledge of frameworks and concepts related to strategy formation, strategic changes, and strategic innovation.

COURSE CONTENTS

UNIT I

Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organizations. Vision, Mission, Business Definition and Objectives & goals; Need, Formulation and changes; Hierarchy of objectives, Specificity of Mission and Objectives. Role of Strategic Management in Marketing, Finance, HR.

UNIT II

SWOT Analysis, Industry and International Environmental Factors: Analysis of environment, Diagnosis of Environment – factors influencing it; Environmental Threat and

opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting; techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).

UNIT III

Strategy Alternatives: Grand Strategies and their sub strategies: Stability, Expansion, retrenchment and Combination, Types of Strategy Alternatives-Internal & External, Related & Unrelated, Horizontal & Vertical, Active & passive. International Strategy Variations.

UNIT IV

Strategic Choice and Analysis: Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies

UNIT V

Strategy Implementation, Concept, Barriers, Implementation Process: Project & Procedural Implementation, Resource Allocation; Structural Implementation; Plan and Policy Implementation; Leadership Implementation; Behavioral Implementation, Implementing Strategy in International Setting.

UNIT VI

Strategy Evaluations and Control, Control and Evaluation Process: Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

TEXT READINGS

1. Kazmi Azhar Strategic Management and Business Policy, Tata McGraw, Latest Edition.
2. Edition.
3. Hill Lomash & P.K. Mishra Business Policy & Strategic Management Vikas Publication Alpana Trehan Strategic Management, Dreamtech, Latest Edition.
4. A.Nag Strategic Management. Analysis. Implementation. Control, Vikas Publication
5. Parthasarthy, Fundamentals of Strategic Management, Wiley India, Latest Edition.
6. Thomson- Strategic Management: Concepts & Cases, Tata McGraw Hill, Latest Edition.

SUGGESTED READINGS

1. Pankaj Ghemawat-Strategy and the Business Landscape, Pearson, Latest Edition.
2. Thompson Strickland, Crafting & Executing Strategy (SIE), Tata McGraw, Latest Edition.
3. Hill Haberberg Strategic Management, Oxford Press, Latest Edition.
4. Tushman Managing Strategic Innovation & Change, Oxford Press Wheelen/ Rangarajan, Concepts in Strategic Management and Business Policy, Pearson, Latest Edition.
5. Lawrence R.Jauch, Glueck William F-Business Policy & Strategic Management, Frank Brothers, Latest Edition.

MC-403M INTERNATIONAL MARKETING

COURSE OBJECTIVES

The objective of this course is to help the student to gain an understanding of concepts of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

CO1. Apply basic international marketing theories and concepts to understand the environment.

CO2. Understand international environment in order to develop appropriate international marketing objectives and strategies.

CO3. Develop unique international marketing plans.

CO4. Design and implement effective rural marketing strategies after understanding consumer behavior.

COURSE CONTENTS

UNIT I

International Marketing: Nature, importance and scope of international marketing, International marketing management process Basis of International Trade, International trade theories, Difference between Domestic, International, Multinational, Global Markets, EPRG Frame work , Influence of economic, socio - cultural, political . legal and technological environments on international marketing decisions.

UNIT II

Factors Affecting International Trade: Screening and selection of market, international market entry methods, and types of Regional agreements, role of IMF and WTO in international trade, salient features of foreign trade policy.

UNIT III

Process and formalities: Export Procedure, documentation and custom clearance, Export incentives and institutional support for export promotion in India.

UNIT IV

Product: Identifying new products, international product planning, product design, labeling, packaging, branding, product elimination, adoption and diffusion of new products, major product decisions-product features and quality, managing product line, product standardization vs. adaptation, International trade product life cycle.

UNIT V

Pricing Strategies: Factors Affecting International Pricing strategy, Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing, counter trade as a pricing tool, international dumping.

UNIT VI

Distribution System for International Markets: Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing.

UNIT VII

Promoting Products / Services in Overseas Markets: Perspectives of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, and industry self-regulation, international marketing through internet, ecological concerns and international marketing ethics.

TEXT READINGS

1. Cateora Phillip, International Marketing (SIE), McGraw Hill, Latest Edition.
2. Czinkota, International Marketing, Cengage Learning , Latest Edition.
3. Gillespie International Marketing South-Western, Latest Edition.
4. Kotabe, International Marketing: An Asia Pacific Focus, Wiley India, Latest Edition.
5. Onkwisit & Shaw, International Marketing, PHI Learning, Latest Edition.
6. Fayweather , John: International Marketing, Prentice Hall, New Delhi, Latest Edition.
7. Jain, S.C.: International Marketing, Prentice Hall, New Delhi, Latest Edition.
8. Keegan, Warren J: Global Marketing, Management, Prentice Hall, New Delhi, Latest Edition.

9. Paliwoda, Staley J.: The Essence of International Marketing, Prentice Hall, New Delhi, Latest Edition.
10. Sirachy, R and V Terpstra: International Marketing, Dryden Press, Boston, Latest Edition.
11. Varshney and Bhattacharya: International Marketing Management, Latest Edition.

SUGGESTED READINGS

1. Francis Cherunilam International Marketing, Himalaya Pub. House, Latest Edition.
2. Paul, Justin, International Marketing , Latest Edition.



MC-404M SERVICE & RETAIL MARKETING

COURSE OBJECTIVES

The objective of the course is to make students understand the concepts of service and retail marketing and enable them to formulate strategies accordingly.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

- CO 1 Apply basic service and retail marketing theories and concepts to understand the market.
- CO 2 Understand service and retail environment in order to develop appropriate objectives and strategies.
- CO 3 Analyze the marketing mix and design unique service and retail marketing plans
- CO 4 Manage service and retail marketing quality and productivity.

COURSE CONTENTS

UNIT I

Introduction to Service Marketing: Introduction, concept and evolution of services marketing; the concept of service. Characteristics of Service – Classification of service, Trends in Service Marketing, growth of Service Sectors, Challenges and opportunities in Service Marketing, I's of service.

UNIT II

Marketing Mix in Service Marketing: The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services. Additional dimension in services marketing – People, physical evidence and process.

UNIT III

Service Delivery Process: Introduction, Service delivery process, service encounters and Moments of Truth, employee role in service delivery, service employee- criteria, importance and emotional approach, role of service provider, intermediaries involved in Service Process and Service Delivery .Blueprinting services to create valued experience ; understanding capacity constraints and demand patterns.

UNIT IV

Managing Service Quality and Productivity: Service Quality Measurement, Integrating Service Quality, Improvement of Service Quality and Productivity Strategies; Definition of Service Quality (SERVQUAL), Gap Model of Service Quality (Parasuraman-Zeithaml), Gronroos Model For Service Quality ; Defining, Measuring and Improving service Productivity.

UNIT V

Introduction to Retailing, Product & Retail Pricing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

Retail Pricing: Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

UNIT VI

Retail Marketing Strategies: Introduction, strategies at different levels of Business, the Strategic Retail Planning Process, Retail Models, Retail Merchandising & Store Layout & Design.

Private Branding in Retail-Introduction, Difference between a Store/Private, Brand and a National Brand, Growth Drivers of Private Label, Global Scenario of Private Labels, Indian Market Scenario, Advantages of Private Label, Disadvantages of Private Label.

UNIT VII

E-Tailing: Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influencing the Growth of E-Tailing, Advantages & Disadvantages of E-Tailing, Future of Electronic Retailing.

TEXT READINGS

1. Lovelock, Christopher H.: Service Marketing, Pearson Education, New Delhi, Latest Edition.
2. V.A. zeithmal and M.J. Bitner.: Service Marketing Tata McGraw Hill, New Delhi, Latest Edition.
3. Hoffman and Bateson: Service Marketing, Cengage Learning, New Delhi, Latest Edition.

4. Retail marketing management by David Gilbert, Pearson Education, Latest Edition.
5. Retailing by J. Barry Mason and David J. Burns, Latest Edition.

SUGGESTED READINGS

1. K. Rama Mohana Rao: Service Marketing, Pearson Education, New Delhi, Latest Edition
2. H.V. Verma.: Service Marketing Text and Cases, Pearson Education, New Delhi, Latest Edition
3. Govind Apte: Service Marketing, Oxford University Press, Latest Edition
4. How to succeed at Retail, Keith Lincoln & Lars Thomassen, Latest Edition
5. Retail Management, Michael Levy & Barton A Weitz, Tata McGraw Hill, Latest Edition
6. Art of Retailing, AJ Lamba, Tata McGraw Hill Publishing, Latest Edition



MC-405M CONSUMER BEHAVIOR AND RURAL MARKETING

COURSE OBJECTIVES

The objectives of this course are to help students gain an understanding of various aspects of Consumer Behavior and their applications & rural marketing as an integral part of marketing management, and developed an understanding of rural marketing.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1. Apply basic rural marketing theories and concepts of consumer behavior to understand the market.
- CO2. Understand rural environment and consumer behavior in order to develop appropriate objectives and strategies.
- CO3. Develop unique rural marketing plans.
- CO4. Design and implement effective rural marketing strategies after understanding consumer behavior.

COURSE CONTENTS

UNIT I

Introduction to Consumer Behavior and Consumer Research: Nature, Scope and application of Consumer Behavior and Consumer Research.



UNIT II

Environmental Influence on Consumer Behavior: Culture, Cross cultural understanding, social class, family. Family life-cycle group and personal influence, word of mouth communication, opinion leadership. Future of consumer behavior .

UNIT III

Individual Determinants of Consumer Behavior: Demographics Psychographics- Consumer Delight, Understanding Consumer Psychology, Social Learning, Influence of Social Media on Consumer Behavior .

UNIT IV

Consumer Behavior Models, Nicosia Model, Howard Sheth Model, Engel Blackwell and Miniard Model, Sheth Family Decision Making Model.

UNIT V

Consumer Decision Processes: Pre-purchase process: Information processing, Purchase Processes: Consumer Decision rules. Post Purchase processes: Framework, dissonance satisfaction / dissatisfaction.

UNIT VI

Rural Marketing: Concept, importance and scope of rural marketing, Understanding rural market, rural environment, infrastructure and rural trade practices, rural consumer Behavior, factors affecting consumer behavior and psychology of rural customers towards product and price, Changing Environment of Rural Market with Modern Technology. Rural Marketing Information System

UNIT VII

Distribution & Promotion in the rural markets: Meaning, Types of rural channels, selection and management of channels, factors influencing channel decisions, retailing, transportation, warehousing, Promotion in Rural Markets: role of advertising, sales promotion, publicity, and personal selling in rural markets

TEXT READINGS

1. Leon G. Schiffman and Leslie Lazar Kanuk: Consumer Behavior (Pearson Education), Latest Edition.
2. Suja R. Nair: Consumer Behavior in Indian Perspective (Himalaya Publishing House), Latest Edition.
3. P. Kashyap & S. Raut : Rural Marketing, Biztantra, Latest Edition
4. T.P. Gopal Swamy : Rural Marketing, Vikas Publishing House, Latest Edition.



SUGGESTED READINGS

1. Assael, H. Consumer Behavior and marketing Action, Ohio, South Western, Latest Edition.
2. Engle, J F etc. Consumer Behavior, Chicago, Dryden Press, Electives (Mktg), Latest Edition.
3. Howard, John A. Consumer Behavior in marketing Englewood Cliffs, New Jersey, Prentice Hall Inc., Latest Edition.
4. Hawkins, D I etc. Consumer Behavior Implications for Marketing Strategy Texas, Business, Latest Edition.
5. Mowen, John C. Consumer Behavior, New York, MacMillan, Latest Edition.
6. C G Krishnamacharyulu, L. Ramakrishnan: Rural Marketing, Pearson Education, Latest Edition.
7. Grewal Dhruv. Marketing Mc Graw Hill Publication, Latest Edition.



MC-403F INTERNATIONAL FINANCE

COURSE OBJECTIVES

The objective of this course is to provide a conceptual framework of the Working of International Financial Institutions, Money Markets, Exchange Transactions and Capital Markets.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily

COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1. Understand structure of international Foreign Exchange market.
- CO2. Describe the various currency arrangements a country may adopt.
- CO3. Identify opportunities for arbitrage and discuss methods to exploit these opportunities.
- CO4. Evaluate cross-border investment opportunities, and describe a multinational firms decision-making process for long-term capital budgeting, short-term cash-flow management, and the management of foreign operations.

COURSE CONTENTS

UNIT I

International Financial management: An overview, International Financial management and domestic financial management, motivations for international finance. Theories of Foreign Exchange rate movement and International Parity Conditions -Purchasing Power Parity, International Fisher Effect.

UNIT II

The Foreign Exchange markets: Functions of the Foreign Exchange Market, The Foreign Exchange rates -direct and indirect quotations. Spot market and forward market - forward premiums and discounts, Bid - ask spread.

UNIT III

Arbitrage in foreign exchange market: Single point, two point, three point and multipoint arbitrage. Calculation of cross currency rates.

UNIT IV

Multinational Cash management: Centralized perspective of cash flow analysis. Techniques to optimize cash flow - leading and lagging, netting, matching. Country risk analysis.

UNIT V

International capital market: Eurocurrency markets, International Bonds Markets, External Commercial Borrowings, and Advantages of Euro Issues. GDRs and ADRs.

UNIT VI

Brief introduction to international taxation: Foreign currency accounts for resident and non-resident Indians.

TEXT READINGS

1. Seth, A. K. International Financial Management, Galgotia Publication Pvt Ltd, Latest Edition.
2. Jeevnandnam, C. Foreign Exchange Arithmetic, S. Chand & Sons Publication, Latest Edition.
3. Apte, PG International Financial Management, Tata Macgraw hill, Latest Edition.
4. Jeevnandnam C. Foreign Exchange & Risk Management, S. Chand & Sons Publication, Latest Edition.
5. Madura International Financial Management, Cengage Learning, Latest Edition.
6. Shapiro, Multinational Financial Management, Wiley India, Latest Edition.
7. Madhu Vij International Financial Management, Excel books, Latest Edition.

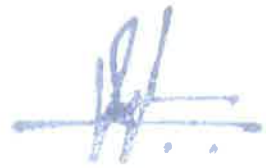
SUGGESTED READINGS

1. Eun & Rusnik International Financial Management, Tata Macgraw hill, Latest Edition.
2. Clark, International Financial Management, Cengage Learning, Latest Edition.
3. R M Shrivastava Multinational Financial Management Excel Book, Latest Edition.
4. Bhalla V.K. International Financial Management: Text and Cases Anmol Publication,



Latest Edition.

5. Kelvin, Fundamentals of International Financial Management, PHI Learning, Latest Edition.



MC-404F FINANCIAL DERIVATIVES AND RISK MANAGEMENT

COURSE OBJECTIVES

The objectives of this course are to explain to the student the risk return tradeoff and manage financial risk through the use of various derivatives and to make them understand operations of derivatives market.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily

COURSE OUTCOMES

After completion of the course the students should be able to:

- CO1. Describe the basic characteristics of derivatives market.
- CO2. Describe the uses of derivatives by hedgers, speculators and arbitrageurs.
- CO3. Define and describe the traded and over-the-counter derivative contracts on different underlying Assets.
- CO4. Describe and use the different models used for pricing derivatives and used of various strategies.

COURSE CONTENTS

UNIT I

An introduction to Indian Derivatives Market –Meaning and Types of Derivatives, Features of derivatives market, Derivative Exchanges of India, National Stock Exchange, Role of SEBI in regulating derivative exchanges, Derivatives Trading Mechanism, Speculation, Hedging, and Arbitraging, Introduction to Forward and Futures Markets. Difference between Forward and Future contracts. Hedging through Forward Contracts.

UNIT II

An overview of risk management - Investors and risk management. Risk management process risk models; Creating value with risk management- financial distress and investment, risks in banking- credit risk, foreign exchange risk, political risk and country risk, liquidity risk.

UNIT III

Future Contracts- Future Contract and Future Trading, Specification of the Future Contract, Newspaper Quotes, Hedging using Futures, Index Futures. Basics of Stock Index Future, Interest Rate Futures, Foreign Exchange and Currency Future, Mechanism of Future Contracts, Operations of Margin, Convergence Clearing Process, Clearing house and Clearing Margins.

UNIT IV

Option Market - Types of Options, Uses of Options, Payoffs from Options, Trading Strategies, Construction of option strategies in various market situations and their pay off, Involving Options Bull-Bear, Butter Fly, Calendar and Diagonal Spread, Straddles, Strip and Straps, Options Valuation and Pricing. Factors Determining Option Prices. Black Scholes Model. Concept of Delta, Theta, Gamma Vega, Exchange Traded Option- Stock, Option, Foreign Currency Option, Over the Counter Exchange Option, Index Options, Put Call Parity.

UNIT V

Swaps Transactions - Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps. Credit default swaps.

TEXT READINGS

1. Hull. J. C Options Futures and Other Derivatives, PHI New Delhi, Latest Edition.
2. Gupta S L. Financial Derivatives: Theory, Concepts and Problems, PHI, Latest Edition
3. Varma, Jayanth, Derivatives and Risk Management, Tata Mcgraw Hill, Latest Edition.
4. Don M. Chance, Robert Brooks, Introduction to Derivatives and Risk Management, Cengage Latest Edition.
5. Bhalla. V. K. Financial Derivatives: Risk Management: S. Chand & Company, Latest Edition.
6. Parasuraman Fundamentals Of Financial Derivatives, Wiley, Latest Edition.

SUGGESTED READINGS

1. Marshal& Bansal, Financial Engineering, PHI New Delhi, Latest Edition.
2. Chance Derivatives and Risk Management Basics, Cengage Learning, Latest Edition.
3. Dorfman, Introduction to Risk Management, PHI New Delhi, Latest Edition.
4. Ashthana, Financial Risk Management, Himalaya Publishing House, Latest Edition.
5. Johnson Introduction to Derivatives - Options, Futures, and Swaps, Oxford Press, Latest Edition
6. Kumar SSS. Financial Derivatives, PHI New Delhi, Latest Edition.



MC-405F INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

COURSE OBJECTIVES

The objective of this course is to provide the students in-depth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily

COURSE OUTCOMES

After completion of the course the students should be able to:

CO1: Describe the basic characteristics investment and its types.

CO2: Understand the risk and return concept and valuation of securities.

CO3: Analyze securities by using various tools and technique.

CO4: Apply theories and practices of portfolio management and create optimal portfolios using various portfolio optimization techniques.

COURSE CONTENTS

UNIT I

Introduction: Concept of Investment, Investment V/S Speculation, Financial and Economic Aspect of Investment, Types, Characteristics and Objectives of Investment. Selecting Investments in a global market.

UNIT II

Risk Return: Concept Of Risk and Return, Systematic and Unsystematic Risk, Multifactor Model of Risk & Return, Efficient capital Markets, Concept of Beta, Capital Assets Pricing Model, SML and CML Valuations.

UNIT III

Securities Valuation: An Introduction to Security Valuation, Macroeconomic & Market Analysis: The Global Asset Allocation Decision.

UNIT IV

Valuation of Bonds: Bond Fundamentals, Bond Valuation Models: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Conversely, Bond Value Theorem. Valuation of Equity: Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.

UNIT V

Security Analysis: Stock Market Analysis, Fundamental Analysis and Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories and Testing.

UNIT VI

Portfolio Concepts: Portfolio and Security Returns, Diversification, Markowitz Model, Sharp Index Model. Factor Models and Arbitrage Pricing Theory. Portfolio Management & Portfolio Investment Process.

UNIT VII

Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures. Portfolio Management Strategies: Bond Portfolio Management Strategies and Equity Portfolio Management Strategies. Mutual Funds-types, evaluation of mutual funds, Functions of Asset Management Companies.

TEXT READINGS

1. Bodie & Mohanty, Investments: An Indian Perspective, Tata McGraw Hill, Latest Edition.
2. Reilly, Investment Analysis and portfolio Management, Cengage, Latest Edition.
3. Learning Bhalla. V.K Investment Management.2008 Sultan Chand New Delhi, Latest Edition.
4. Sudhindra Bhat, Security Analysis and Portfolio Management, Excel books, Latest Edition.
5. Elton Modern Portfolio Theory and Investment Analysis, Wiley, Latest Edition.
6. Investment Management, Preeti Singh, Himalaya Publishing House, Latest Edition

SUGGESTED READINGS

1. Maheshwari, Investment Management, PHI Learning, Latest Edition.
2. V.A. Avadhani, Securities Analysis & Portfolio Management Himalaya Publishing House, Latest Edition.
3. Mayo An Introduction to Investments, Cengage Learning, Latest Edition.
4. Luenberger Investment Science Oxford Press, Latest Edition.
5. Securities valuation-Application of Financial Modelling Oxford Press. Latest Edition.
6. Fundamentals of Investment, Preeti Singh, Himalaya Publishing House, Latest Edition.

MC-403H COMPENSATION MANAGEMENT

COURSE OBJECTIVES

The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After the completion of the course the students should be able

- CO1. To help them analyze current trends in compensation management.
- CO2. To acquire an understanding of theoretical concepts and its practical applicability.
- CO3. To create a successful link between organizational goals, performance and compensation.
- CO4. To have knowledge about laws related to compensation

COURSE CONTENTS

UNIT I

Wage and Salary Administration: Concept, Goals, Job Evaluation Methods, Wage and Salary surveys, Determinants of intra and inter-industry differentials in compensation, Time and Piece Rate, Merit pay /skillbased pay, Factors affecting wage concept of pay of performance. Components of Salary and its calculations

UNIT II

Incentive Plans: Individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to – Company (CTC).

UNIT III

Employee Benefits: Supplemented Pay benefits (pay for time not worked) insurance benefits, Retirement benefits, Employees' service benefits, ESOPs, Flexible benefits and Benefit Surveys, Types of leaves (EL, CL, ML, Maternity leaves, Paternity Leaves etc.)

UNIT IV

Governing Laws: Provident Fund Act 1952, Minimum wages Act 1948; Payment of wages Act 1936; Payment of Bonus Act, 1965.

UNIT V

Current Trends in Compensation and Reward Management.

UNIT VI

Concept of human capital and its implications for compensating human resources. Internal and external equity in compensation systems .

UNIT VII

Designing compensation for Chief Executives, senior managers, knowledge workers etc.

TEXT READINGS

1. Milkowich, Newman Compensation (SIE) Tata McGraw Hill , Latest Edition
2. Armstrong. & Murlis Reward Management A Handbook of Salary administration. London Kegan Paul, Latest Edition.
3. Bhattacharya, Compensation Management, Oxford Press, Latest Edition.
4. Tapomoy Deb Compensation Management, Excel Books, Latest Edition.

SUGGESTED READINGS

1. Garry Dessler, Human Resource Management, Pearson Education, Latest Edition.
2. B D Singh Compensation and Reward Management Excel Books, Latest Edition.
3. Henderson. Compensation Management in a Knowledge Based World *New* Pearson Edu, Latest Edition.



MC-404H TRAINING AND DEVELOPMENT

COURSE OBJECTIVES

The course aims at exposing the learner to the concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions and recent experiences. In the context of global competition, Organisations are committing more resources, in the forms of both time and money towards training that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of training and development (T&D).

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

- CO1. To enable students understand the concepts, principles and process of training and development
- CO2. To develop an understanding of how to assess training needs and design training programmes in an Organisational setting
- CO3. To familiarize students with the levels, tools and techniques involved in evaluation of training effectiveness
- CO4. The endeavour is also to provide, as far as possible, hands - on learning experience related to training.

COURSE CONTENTS

UNIT I

Introduction: Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training; Role of External agencies in Training and Development.

UNIT II

Training Needs Assessment: Meaning and purpose, Training Needs Assessment at different levels, its approaches and output of Training Needs Assessment, methods used in need assessment along with Learning outcomes and learning curve.

UNIT III

Training and Development Methodologies: Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning management system; Criteria for Method Selection; Skills of an Effective Trainer and Trainers' Roles; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment.

Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training.

UNIT IV

Designing Training and Development Programs: Organisation of Training and Development programs and modules, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Training process outsourcing.

UNIT V

Evaluation of Training and Development: Evaluation Designs, Evaluation planning and Problems in evaluation; data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts, Parameters of evaluation for Trainer, Trainee and training outcomes. Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company.

UNIT VI

Emerging Trends in Training and Development: Gamification, team training and six sigma training; Electronic Enabled Training Systems-Concept, types, benefits and challenges; concerns in implementation of EETS – use and its up scalability; and follow up activities.

UNIT VII

Training worldwide, Training and development initiatives of some selected companies from private and public sectors and MNCs.

TEXT READINGS

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay, Latest Edition.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business, Latest Edition.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley, Limited Edition.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill, Limited Edition.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley, Limited Edition.
6. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd, Limited Edition
7. Michalak, Donald, and Edwin G. Yager, Making the Training Process Work, Writers Club Press, Limited Edition.
8. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledg, Limited Edition.
9. Dayal, Ishwar, Management Training in Organisations, Prentice Hall, Limited Edition



MC-405H ORGANISATION DEVELOPMENT

COURSE OBJECTIVES

The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD programmes.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOME

After the completion of the course the students should be able

- CO1. To learn methods and techniques to improve the organizations and individual capacity to handle its internal and external functioning and relationship
- CO2. To offer insights into organization design, development and delivery of OD programmes for improved interpersonal and group processes
- CO3. To acquaint the students learning organizational improvement strategy to have more effective communication, and enhanced ability to cope with organizational problems of all kinds
- CO4. To acquaint the students learning integrated framework capable of solving most of the important problems confronting the human side of organizations.

COURSE CONTENTS

UNIT I

Organization Development Overview

General introduction to OD, the nature of planned change, and the organization development practitioner.

UNIT II

OD Intervention Overview

Entering into the OD relationship, clarifying the organizational issue, determining the relevant client, selecting an OD practitioner, and personal process issues in entering and contracting.

UNIT III

Diagnosing Organizations, Groups, and Jobs

Need for diagnostic models, the open systems model, and comprehensive model for diagnosing organization systems, organization, group, and individual level diagnosis.

UNIT IV

Collecting & Feeding Back Diagnostic Information

Methods for collecting data, sampling, techniques for analysing data, determining the content of the feedback, characteristics of the feedback process.

UNIT V

Designing and Evaluating Organization Development Interventions

Effective interventions, overview of human process, techno structural, human resources management, and strategic interventions, how to design effective interventions, implementation and evaluation feedback, measurement, research design, and institutionalizing interventions. Discussion of intervention template to be utilized for individual intervention projects.

UNIT VI

Leading and Managing Change & Emerging Trends in OD

Motivating change, overcoming resistance to change, creating a vision for change, developing political support, managing the transition, and sustaining momentum of the change. Special emphasis on future organizations.

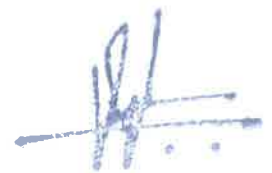
UNIT VII

Human Process Interventions: Individual and Group Levels & Organization Level

Topics Covered: Coaching, training and development, conflict resolution process, process consultation, third-party interventions, and team building.

TEXT READINGS

1. Shrivastava Organization Design and Development: Concepts and Applications, Wiley, Latest Edition.
2. Kavita Singh Organisation Change and Development, Excel Books, Latest Edition.
3. Wendell L. French and Cecil N. Bell Jr., Organization Development Prentice Hall, Latest Edition.



MC-403I OPERATING SYSTEMS & THEIR UTILITIES

COURSE OBJECTIVES

The objective of this course is to help students to understand the concepts of Multi-user, Multitasking Operating System Unix and related issues and their use in organization and processing complex business information.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have 20 marks for external viva-voce and 40 marks for the written examination that will have the theory and practical problems. 7 to 8 questions will be asked, out of which students will be required to attempt any 5 questions.

COURSE OUTCOMES

After completion of the course the students should be able

- CO1. To understand functionality of Operating system
- CO2. To understand the working of UNIX operating system.
- CO3. To understand the Problems of concurrent processes of operating system
- CO4. To understand basics of File organization in operating systems

COURSE CONTENTS

UNIT I

Overview of operating systems, functionalities and characteristics of OS. Hardware concepts related to OS, CPU states, I/O channels, memory hierarchy, micro programming. The concept of a process, operations on processes, process states, concurrent processes, process control block, process context.

UNIT II

UNIX process control and management, PCB, signals, forks and pipes. Interrupt processing, operating system organization, OS kernel FLIH, dispatcher. Job and processor scheduling, scheduling algorithms, process hierarchies.

UNIT III

Problems of concurrent processes, critical sections, mutual exclusion, synchronization, deadlock. Mutual exclusion, process co-operation, producer and consumer processes.

Semaphores: definition, init, wait, signal operations. Use of semaphores to implement mutex, process synchronization etc., implementation of semaphores.

UNIT IV

Critical regions, Conditional Critical Regions, Monitors, Ada Tasks. Inter process Communication (IPC), Message Passing, Direct and Indirect
Deadlock: prevention, detection, avoidance, banker's algorithm. Memory organization and management, storage allocation. Virtual memory concepts, paging and segmentation, address mapping. Virtual storage management, page replacement strategies.

UNIT V

File organization: blocking and buffering, file descriptor, directory structure. File and Directory structures, blocks and fragments, directory tree, inodes, file descriptors, UNIX file structure.

UNIT VI

IOS — environment setup, IOS — objective, IOS— first iPhone application, IOS — actions and outlets, IOS — delegates, IOS — ui elements.

UNIT VII

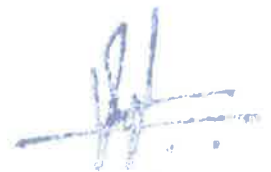
Android Architecture, Application frame work, Linux kernel, Libraries, Android Runtime, Application frame work, Applications and Features, Android Vs iOS operating systems

TEXT READINGS

1. Andrew Tanenbaum, Modern Operating Systems, Prentice Hall, Latest Edition.
2. William Stallings, Operating Systems, Prentice Hall, Latest Edition.
3. Harvey M. Deitel, An introduction to operating systems. Addison-Wesley, Latest Edition.
4. Andrew Tanenbaum & Albert Woodhull, Operating Systems: Design and Implementation. Prentice-Hall, Latest Edition.
5. Douglas Comer, Operating System Design - The XINU Approach. Prentice-Hall, Latest Edition.
6. A.M. Lister, Fundamentals of Operating Systems. Macmillan, Latest Edition.

SUGGESTED READINGS

1. Abraham Silberschatz, Peter B. Galvin, Greg Gagne, Operating System Concepts. Addison-Wesley, Latest Edition.



MC 404I PHP PROGRAMMING AND JAVA SCRIPT

COURSE OBJECTIVES

The objective of this course is to help students to understand the visual Programming and concepts of front-end tool using visual basic and their use in organization and processing complex business information.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have 20 marks for external viva-voce and 40 marks for the written examination that will have the theory and practical problems. 7 to 8 questions will be asked, out of which students will be required to attempt any 5 questions.

COURSE OUTCOMES

After the completion of the course the students should be able to:

- CO1. Know the basic concepts of PHP programming language.
- CO2. Understand the working of various control structures used in PHP programming.
- CO3. Understand the concepts of functions in PHP programming.
- CO4. Gain basic Knowledge of advance PHP techniques and JavaScript.

COURSE CONTENTS

UNIT I

Introduction The Origin of PHP, PHP is better than Its alternatives, Interfaces to External systems, Hardware and Software requirements, What a PHP Script Looks Like c, Web Designing Basics and WYSIWYG Editor, Receiving User Input, Repeating Code

UNIT II

Basic PHP Development How PHP scripts work, Basic PHP syntax, PHP data types, Google Caffeine, displaying type information Testing for a specific data type, Changing type with Set type, Operators, Variable manipulation, Dynamic variables, Static vs. Dynamic Optimization, Analytics, Analysis and ROI Concept

UNIT III

String Manipulation Formatting String for Presentation, Formatting String for Storage, Joining and Splitting String, Comparing String, Matching and replace Substring

Control Structures

If(), else if() and else if condition Statement, The switch statement, Using the ? Operator, Using the while() Loop, The do while statement, Using the for() Loop, Breaking out of loops, Nesting loops

UNIT IV

Functions What a function, Creating a function, Returning value from function, User-defined functions, Dynamic function calls, Variable scope, Accessing variable with the global statement, Function calls with the static statement, Setting default values for arguments, Passing arguments to a function by value, Passing arguments to a function by reference, Testing for function existence, Arrays, Single-Dimensional Arrays, Multidimensional Arrays, Associative arrays, Accessing arrays

UNIT V

Working With File System Creating and deleting a file, Reading and writing text files, Working with directories in PHP, Checking for existence of file, Determining file size, Opening a file for writing, reading, or appending, Writing Data to the file, Reading characters

UNIT VI


Working With Forms Forms, Super global variables, Super global array, A script to acquire user input, Importing user input, Accessing user input, Combine HTML and PHP code, Using hidden fields, Redirecting the user, File upload and scripts, Delete a File

UNIT VII

Advance PHP techniques Introduction about FTP/SMTP server, Math functions, File upload, File Download, E-mail with PHP, PHP configuration file, Error tacking and debugging,
JavaScript (Jquery) Introduction to JavaScript, Form validation using JavaScript, Email validation using JavaScript, Jquery

TEXT READINGS

1. Learning PHP, MySQL & JavaScript: With jQuery, CSS & HTML5 (Learning Php, Mysql, Javascript, Css & Html5) , by Robin Nixon (Author), Latest Edition.
2. PHP & MySQL Novice to Ninja – by Kevin Yank, Latest Edition.
3. The Joy of PHP Programming: A Beginner's Guide – by Alan Forbes, Latest Edition.
4. Learning PHP, MySQL, JavaScript, and CSS: A Step-by-Step Guide to Creating Dynamic Websites – by Robin Nixon, Latest Edition.



MC-405I MOBILE COMPUTING AND ITS APPLICATIONS

COURSE OBJECTIVES

The objective of this course is to help students to understand the concepts of Mobile Computing and applications and their use in organization and processing complex business information. The student should be made to: Understand the basic concepts of mobile computing. Be familiar with the network protocol stack. Learn the basics of mobile telecommunication system. Be exposed to Ad-Hoc networks. Gain knowledge about different mobile platforms and application development.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have 20 marks for external viva-voce and 40 marks for the written examination that will have the theory and practical problems. 7 to 8 questions will be asked, out of which students will be required to attempt any 5 questions.

COURSE OUTCOMES

After the completion of the course the students should be able to:

- CO1. Gain basic knowledge of Mobile Computing and its applications
- CO2. Understand concept of mobile internet protocols.
- CO3. Gain knowledge of mobile telecommunication system
- CO4. Understand basics of mobile operating systems

COURSE CONTENTS

UNIT I

Introduction Mobile Computing – Mobile Computing Vs wireless Networking – Mobile Computing Applications – Characteristics of Mobile computing – Structure of Mobile Computing Application.

UNIT II

MAC Protocols – Wireless MAC Issues – Fixed Assignment Schemes – Random Assignment Schemes – Reservation Based Schemes.

UNIT III

Mobile internet protocol and transport layer Overview of Mobile IP – Features of Mobile IP – Key Mechanism in Mobile IP – route Optimization.

UNIT IV

Overview of TCP/IP – Architecture of TCP/IP- Adaptation of TCP Window – Improvement in TCP Performance.

UNIT V

Mobile telecommunication system Global System for Mobile Communication (GSM) – General Packet Radio Service (GPRS) – Universal Mobile Telecommunication System (UMTS).

UNIT VI

Mobile ad-hoc networks Ad-Hoc Basic Concepts – Characteristics – Applications – Design Issues – Routing – Essential of Traditional Routing Protocols – Popular Routing Protocols – Vehicular Ad Hoc networks (VANET) – MANET Vs VANET – Security.

UNIT VII

Mobile Platforms and Applications Mobile Device Operating Systems – Special Constrains & Requirements – Commercial Mobile Operating Systems – Software Development Kit: iOS, Android, BlackBerry, Windows Phone – MCommerce – Structure – Pros & Cons – Mobile Payment System – Security Issues.

TEXT READINGS

1. Jochen H. Schller, “Mobile Communications”, Pearson Education, New Delhi, Latest Edition.
2. Dharma Prakash Agarval, Qing and An Zeng, “Introduction to Wireless and Mobile systems”, Thomson Asia Pvt Ltd, Latest Edition
3. Uwe Hansmann, Lothar Merk, Martin S. Nicklons and Thomas Stober, “Principles of Mobile Computing”, Springer, Latest Edition.
4. William.C.Y.Lee, “Mobile Cellular Telecommunications-Analog and Digital Systems”, Tata Mc Graw Hill Edition , Latest Edition.
5. C.K.Toth, “AdHoc Mobile Wireless Networks”, Pearson Education, Latest Edition

SUGGESTED READINGS

1. Prasant Kumar Pattnaik, Rajib Mall, “Fundamentals of Mobile Computing”, PHI Learning Pvt. Ltd, New Delhi, Latest Edition.

MC- 403P LOGISTICS MANAGEMENT

COURSE OBJECTIVES

The objectives of this course are to acquaint the student with understanding of logistics and related operations.

EXAMINATION SCHEME

Student shall be evaluated on two components: 40 internal and 60 end semester examinations.

There will be 40 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. Best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections A and B. Section A worth 40 marks will have six theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

- CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.
- CO2. To understand the interdependence of the operations function with the other key functional areas of a firm.
- CO3. To apply analytical skills and problem-solving tools to the analysis of the operations problems.
- CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business operations.

COURSE CONTENT

UNIT I

Concept of Logistics: Introduction, Objectives, Types of logistics, Concept of Logistics Management, Evolution of Logistics, Role of Logistics in an Economy, Difference between Logistics and Supply Chain Management, Logistics and Competitive Advantage, Logistics Mix, Logistics in Organised Retail in India.

UNIT II

Integrated Logistics: Introduction, Objectives, Concept of Integrated Logistics, Inventory flow, Information flow, Operational Objectives of Integrated Logistics, Barriers to Integration, Organisation structure, Measurement system, Inventory ownership, Information technology, Knowledge transfer capability, Logistical Performance Cycle, Manufacturing support performance cycle, Procurement performance cycle.

UNIT III

Logistical Packaging: Introduction, Objectives, Concept of Logistical Packaging, Design Consideration in Packaging, Types of Packaging Material, Packaging Costs

UNIT IV

Transportation: Introduction, Objectives, Transportation System, Transportation Infrastructure, Different Modes of Transportation, Freight Management, Factors Affecting Freight Cost, Transportation Network, Containerisation

UNIT V

Logistics Outsourcing: Introduction, Objectives, Concept of Logistics Outsourcing, Catalyst for logistics outsourcing, Benefits of logistics outsourcing, Issues in logistics outsourcing, Third-Party Logistics, Fourth-Party Logistics, Selection of Logistics Service Provider, Logistics Service Contract, Outsourcing-Value Proposition

UNIT VI

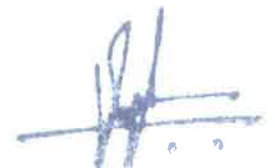
Logistics Information System: Introduction, Objectives, Concept of Logistics Information System (LIS), Importance of LIS, Principles of designing LIS, Logistics Information Architecture, Application of Information Technology in Logistics and Supply Chain Management

UNIT VII

E-Commerce Logistics: Introduction, Objectives, Concept of E-Commerce, Requirements of Logistics in E-Commerce, E-Logistics Structure and Operation, Logistic Resource Management (LRM)

TEXT READINGS

1. Gianpaolo Ghiani, Gilbert Laporte, and Roberto Musmanno, Introduction to Logistics Systems Management, Wiley, Latest Edition.
2. Gwynne Richards, Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse, Koganpage, Latest Edition.
3. S.L. Ganpathi, S.K. Nandi, Logistics Management, Oxford University Press, Latest Edition.
4. V.V. Sople, Logistics Management, Pearson education, Latest Edition.



SUGGESTED READINGS

1. Christopher M., Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services, Pitman, Latest Edition.
2. Croucher Phil, Rushton Alan and Oxley John, The handbook of Logistics and distribution Management, Latest Edition.
3. Douglas M. Lambert, Fundamental of logistics management, McGraw Hill, Latest Edition.
4. Gattorna J, Handbook of Logistics and Distribution Management, Ashgate Publishing Company, Latest Edition.
5. Lambert D. M., Fundamental of Logistics Management, McGraw Hill, Latest Edition.
6. Waters Donald, Logistics: An Introduction to SCM, Palgrave McMillan (Indian Edition), NY, Latest Edition.

MC-404P TOTAL QUALITY MANAGEMENT

COURSE OBJECTIVES

The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes' assurance to service assurance.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

- CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms .
- CO2. To understand the interdependence of the operations function with the other key functional areas of a firm .
- CO3. To apply analytical skills and problem-solving tools to the analysis of the operations problems.
- CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business operations.

COURSE CONTENTS

UNIT I

Philosophy & Basic Concepts: Quality, Process & Networking, Quality Inspection, Control & Assurance, Standardisation, 7 quality improvement tools, application of quality control in industries. Overview of Total Quality and its evolution, Components of a Total Quality Loop .

UNIT II

TQM & Business Strategy: TQM & Corporate Strategic Process, Customer Value Strategy, Stakeholders & their Expectations, Customer Value determination, Corporate Strategic Alternatives, Quality Business Plan, Factors responsible for failure and success of Quality strategy.

UNIT III

Statistical Quality Control: Process Capability Studies, Control Charts (Attribute & Variables), Theory of Acceptance Sampling – Single sampling and double sampling plans, Operating characteristics curve, AOQ and AOQL.

UNIT IV

Six Sigma: Concepts & Application of 6 – Sigma Quality, Comparison between 3-sigma & 6-sigma quality, DMAIC approach to 6-sigma implementation application to service industry, link between 6-sigma & DOE .

UNIT V

Other Tools & Techniques: Quality Circles, Taguchi's Loss Function, Benchmarking, Reliability, 5'S' (SEIRI, SEITON, SEISO, SEIKETSU, SHITSUKE), Zero Defects (ZD), Just in Time (JIT).

UNIT VI

Quality Management Systems: ISO 9000 QMS, ISO 14000 EMS, Safety Management, Health Management System

UNIT VII

Auditing, Certification & Awards: Quality system audits, types, Attributes of Auditors, Audit Planning, Preparation, Execution, Report and Corrective Actions, Certification Process, Accreditation Flow, Award Process, Quality awards – International & National.

TEXT READINGS

1. Mitra A., Quality Control Applications, Pearson Education, Latest Edition.
2. Basterfield, Total Quality Management, Pearson Education, Latest Edition.
3. Logothitis, Total Quality Management, PHI, Latest Edition
4. Janakiraman & Gopal Total Quality Management: Text and cases, PHI, Latest Edition.

SUGGESTED READINGS

1. IGNOU Notes on Total Quality Management (MS-96), Meerut, IGNOU Pub, Latest Edition.

MC-405P ENTERPRISE RESOURCE PLANNING (ERP)

COURSE OBJECTIVES

The objective of the course is to expose students to the of productivity and various techniques of time and motion study, and help them develop abilities and skills required for the enhancement of value and productivity.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

COURSE OUTCOMES

After completion of the course the students should be able

CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms .

CO2. To understand the interdependence of the operations function with the other key functional areas of a firm .

CO3. To apply analytical skills and problem-solving tools to the analysis of the operations problems.

CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business operations.

COURSE CONTENTS

UNIT I

Introduction to Enterprise Resource Planning: Introduction, Benefits of ERP, Business Process Reengineering, Data Warehousing, Data Mining, Supply Chain Management.

Reasons for the Growth of ERP, Advantages of ERP, Overview of Enterprise, Integrated Management Information, Business Modelling, ERP for Small Businesses, ERP for Make to Order Companies.

UNIT II

Business Process Mapping & Implementation: Business Process Mapping in ERP, ERP Implementation Process, Hardware Environment for ERP Implementation. Precautions in ERP Implementation, ERP Post Implementation Options, Guidelines for ERP Implementation.

UNIT III

ERP and Related Technologies: Business Process Re-engineering, Management Information System, Executive Information System (EIS). Decision Support Systems (DSS), Supply Chain Management.

UNIT IV

ERP Modules: ERP Finance Module, Plant Maintenance, Quality Management, Materials Management Module.

UNIT V

ERP Implementation – I: Pre-evaluation Screening, Package Evaluation, Project Planning Phase. Gap Analysis, Hidden Cost, Vendors, Consultants, Human Resource. Re-Engineering, Configuration, Implementation, Team Training, Testing, Going Live and End User Training, Post Implementation (Maintenance Mode)

UNIT VI

ERP and E-commerce: Future Directives in ERP, ERP and Internet, Critical Factors Guiding Selection and Evaluation of ERP, Strategies for Successful ERP Implementation, Critical Success Factors in ERP Implementation, Failure Factors in ERP Implementation, Integrating ERP into Organisation.

UNIT VII

ERP Tools: Introduction to ERP Software and Tools

TEXT READINGS

1. Michael H. Kremzar and Thomas F. Wallace. ERP: Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning
2. Marianne Bradford. Modern ERP: Select, Implement and Use Today's Advanced Business Systems
3. Bret Wagner and Ellen Monk. Concepts in Enterprise Resource Planning

MC-403B DATA VISUALIZATION FOR MANAGERS

COURSE OBJECTIVES

This course teaches how to explore data and build reports using Visual Analytics. You will learn how to build queries and you will also learn the basics of Visual Analytics administrator.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

COURSE OUTCOMES

After completion of the course the students should be able

CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and application of analytics in various business domain .

CO2. To understand the interdependence of the analytics function with the other key functional areas of a firm.

CO3. To apply analytical skills and problem-solving tools to the analysis of the business decision problems.

CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business analytics.

COURSE CONTENTS

UNIT I

Getting Started with Visual Analytics: exploring Visual Analytics concepts, using the Visual Analytics, discussing the course environment and scenario.

UNIT II

Administering the Environment and Managing Data: Data building and exploration, Data Administration.

UNIT III

Using the Visual Analytics Explorer: examining the Visual Analytics Explorations, selecting data and defining data item properties, creating visualizations, enhancing visualizations with advanced analytics, interacting with visualizations and explorations.

UNIT IV

Designing Reports with Visual Analytics: examining the Visual Analytics Designer, creating a simple report, working with graphs, working with filters and report sections, establishing interactions, working with gauges, working with tables, working with other objects.

UNIT V

Viewing Visual Analytics Reports: viewing reports on the Web, viewing reports on a mobile device.

UNIT VI

Data Visualization through Tableau: Introduction, reports of ratios, rates, %age, Mean dispersions, variation over time maps, dash board design.

UNIT VII

Case Study: Creating Analyses and Reports with Visual Analytics

Software Requirements: TABLEAU/ Visual Analytics, Power BI

TEXT READINGS

1. Visual Analytics user guide By Tableau, Latest Edition.
2. Communicating Data with Tableau Designing, Developing, and Delivering Data Visualizations By Ben Jones O'Reilly Media, Latest Edition.
3. Data Visualization: Introduction to Data Visualization with Python, R and Tableau, Robert Collins, Amazon Asia-Pacific Holdings Private Limited, Latest Edition.
4. Power BI Data Analysis and Visualization, By SurajGaurav, SurenMachiraju, De Gruyter Publisher, Latest Edition.

MC- 404B SPREAD SHEET MODELING

COURSE OBJECTIVES

Understand the use of spreadsheets in developing decision models.

EXAMINATION SCHEME

Students shall be evaluated on two components: 40 internal and 60 end-semester examinations.

These will be 40 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written tests and the third will be assignment/ presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections A and B. Section A worth 24 marks will consist of four theory questions out of which students will be required to attempt any two questions. Section B, worth 36 marks will have six numerical/practical problems out of which a student will be required to attempt any three questions.

COURSE OUTCOMES

After completion of the course the students should be able

CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and application of analytics in various business domain.

CO2. To understand the interdependence of the analytics function with the other key functional areas of a firm.

CO3. To apply analytical skills and problem-solving tools to the analysis of the business decision problems.

CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business analytics.

COURSE CONTENTS

UNIT I

Introduction: Excel User Interface, Application, Workbook, Worksheets & its Components, Named Ranges; Formatting of worksheets, working with multiple sheets; Avoiding errors and mistakes; understanding data: qualitative and quantitative.

UNIT II

Data Handling: Sorting, filtering., Data Validation: Based on cell values (text length, whole no Based on Formulas, List Dropdown, Circle Invalid Data, Input & Error Messages; Data Grouping: Grouping Rows, Grouping Columns. Data Styles: Conditional Formatting, Formatting based on Cell values, formatting based on Formulas, Icon Sets (bars, scales, icons). Freezing Panes, Text-to- Columns, Delimited, Fixed Length; Data Consolidation (from

multiple files), Getting External Data into Excel, From MS Access, From Text files, From Web, Other Data Sources.

UNIT III

Formula & Functions: Formulas, Formula Auditing, TEXT Functions, IF, ERROR Functions, LOGICAL Functions, VLOOKUP, HLOOKUP, COUNTIF, SUMIF, SUMPRODUCT, DATE & TIME FUNCTIONS, FORMULA TEXT, Information Functions (ISNA, ISEVEN, ISERR...)

UNIT IV

Functions: Financial Functions: FV, IRR, NPER, NPV, RRI, SLN...; Statistical Functions: AVERAGE, AVERAGEA, STDEV.S, STDEV.P, VAR.S, VAR.P, FREQUENCY, CORREL, PEARSON, MIN, MINA, MAX, MAXA, CHISQ.TEST, CHISQ.INV.

UNIT V

Table & Charting: Charting data: Chart Types, Principles of charting, Chart Components, Primary Vs Secondary Axis, Chart Formatting, Column and bar charts, Pie charts, XY scatter graphs, some practicalities in preparing graphs, Context-sensitive legends and titles. Pivot Tables: Introduction & Creation, Slicer, TimeLine, Pivot Charts, Calculated Fields, Calculated Items, Grouping.

UNIT VI

Forecast & Analysis Tool: What If analysis: Scenario Manager, Goal Seek, Table; Forecast Sheet, Analysis Tool Pack for various statistical techniques: Descriptive Statistics, Correlation, Regression, Moving Average, Z-test, t-Test: Paired Two-Sample for Means, t-Test: Two-Sample assuming unequal and equal variances, ANOVA: Single Factor, Two-Factor with Replication and Without Replication

UNIT VII

Elementary modelling: Symbols, expressions and simple models, creating general algebraic models, Expressions involving logical tests, Linear functions in business, Linear functions involving logical tests.

TEXT READINGS

1. John Walkenbac, "Excel , Bible", John Willey & sons, Latest Edition.
2. Jordan Goldmeier, "Advanced Excel Essentials", Apress Publisher, Latest Edition.
3. Conrad George Carlberg, "Business Analysis with Microsoft Excel", Que Publishers, Latest Edition.
4. Bernd Held, "Microsoft Excel Functions & Formulas", Wordware publishing, Inc, Latest Edition.
5. Paul Mefedries, Excel Data Analysis: Your Visual Blueprint for Analyzing Data, Charts and Pivot Tables, Latest Edition.
6. Neil J. Salkind, "Excel Statistics; A Quick Guide", Sage Publications, Latest Edition.

MC-405B APPLICATIONS OF MODELING IN BUSINESS

COURSE OBJECTIVE

To impart ideas, exposure and skills for Marketing, Retail, HR and Web analytics as well as to understand, analyze and practice finance, investments, market and credit risk analytics system.

EXAMINATION SCHEME

The student shall be evaluated on two components: 40 internal and 60 end-semester examination. There will be 40 marks for internal evaluation; three internal evaluations will be conducted, out of which two will be written tests, and the third will be assignment/presentation/quiz/ class participation. The best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 60 marks will have two sections, A and B. Section A, worth 40 marks, will have six theory questions, out of which students will be required to attempt any four questions. Section B carrying 20 marks, will contain one or more cases (or cases/practical)

COURSE OUTCOMES

After completion of the course the students should be able

CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and application of analytics in various business domain

CO2. To understand the interdependence of the analytics function with the other key functional areas of a firm.

CO3. To apply analytical skills and problem-solving tools to the analysis of the business decision problems.

CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business analytics.

COURSE CONTENT

UNIT I

Marketing Analytics: Introduction, Utility and need of marketing analytics, description of consumer behaviour in reference to data, identification and collection of relevant data. Identifying data for causal relationship, usage of data for exploration of problem, creation of product, market campaign, strategies, Prediction of consumer behaviour, kinds of predictions to create future strategies, techniques for predictive models, prescriptive models in marketing, brand value measurement.

UNIT II

Retail Analytics: Localization and Clustering- Analysis of buying habits based on Electronic product tags and internet stores. Data based assessment of costs, store performance, and maintenance, location analysis. Customization of offerings of the store to the preferences of

the local customers. Optimization of sales, Price Optimization, Marketing Mix modeling
Market Basket Analysis.

UNIT III

Financial Analytics: Introduction, utility and need of Financial analytics, understanding data in finance, sources of data, cleaning and pre-processing data, Exploratory Data Analysis, understanding stock price behavior, different approaches to risk modeling. Overview of Portfolio Analytics, Asset Allocation Models, Introduction to Credit Risk Analytics, Credit Scoring, Bayesian Methods for Credit Risk Modeling, Enterprise Risk Analytics for Capital Markets, Proactive and Real-Time Risk Management, Market Risk Analytics, and Derivative Risk Analytics.

UNIT IV

HR analytics: Introduction, utility and need of HR analytics, Human capital data, predictors for HR analytics, business applications of HR modeling, HR analytics and HR strategy.

UNIT V

HR modelling: Equality, diversity and inclusion analytics based predictive modelling, measure employee engagement, prediction modelling for team level engagement modelling and group level engagement modelling, exploratory modelling using ANOVA for employee turnover, predictive modelling for turnover, developing model for forecast of performance of employee, Predictive modelling for training, descriptive modelling for assessment of training impact. Modelling of HR scenario, predictive modelling for selection retirement

UNIT VI

Web/Social Media analytics: What's web analytic, benefits of web analytics, utility for Small businesses, medium and large-scale businesses, Content Performance Analysis, Visitor Analysis, Facebook insights Twitter analytics YouTube analytics Social Ad analytics

UNIT VII

Google analytics: Getting Started with Google Analytics, How Google Analytics works? Accounts, profiles, and users Navigating Google Analytics Basic metrics, the main sections of Google Analytics reports Traffic Sources, Direct, referring, and search traffic Campaigns AdWords, AdSense

Text Books

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel Wayne L. Winston wiley
2. Marketing Analytics: A Practical Guide to Real Marketing Science, Mike Grigsby Kogan Page
3. Portfolio Construction and Analytics Frank J. Fabozzi, Dessimlava A. Pachamanova, Wiley Finance.
4. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Eric Siegel.

5. Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS: Bart Baesens, Daniel Roesch, Harald Scheule.
6. Enterprise Risk Analytics for Capital Markets: Proactive and Real-Time Risk Management: Raghurami Reddy Etukuru
7. Predictive HR Analytics: Mastering the HR Metric by Martin Edwards, Kirsten Edwards, Kogan Page.