



**AWADHESH PRATAP SINGH UNIVERSITY
REWA, MADHYA PRADESH, INDIA**

**MASTER OF BUSINESS ADMINISTRATION (MBA)
FULL-TIME FOUR SEMESTER PROGRAMME**

**CHOICE BASED CREDIT SYSTEM (CBCS)
PROGRAMME STRUCTURE, SCHEME OF EXAMINATION & SYLLABUS**

2020-21

DEPARTMENT OF BUSINESS ADMINISTRATION

BOARD OF STUDIES BUSINESS ADMINISTRATION

AWADHESH PRATAP SINGH UNIVERSITY
REWA, MADHYA PRADESH, INDIA

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Acknowledgements to Alumni & Academicians for their valuable inputs

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**Master of Business Administration (MBA)
Full-Time Four Semester Programme**

**Choice Based Credit System (CBCS)
As per Ordinance 14, Approved by Co-Ordination Committee**

PROGRAMME OBJECTIVES & STRUCTURE

Programme Objectives

PO#	PROGRAMME OUTCOME
PO1	Critical Thinking: This program places a strong emphasis on the value of being conscious of our presumptions, challenging their accuracy, and approaching concepts and choices from several angles. It entails having the capacity to recognize, assess, and make sensible choices based on logical reasoning.
PO2	Effective Communication: This program helps participants improve their communication skills and makes sure they can express themselves accurately in written, spoken, and technological mediums. It also encompasses the capacity to link individuals, concepts, literature, media, and technology, as well as the capacity to communicate effectively and interpret the world.
PO3	Social Interaction: It emphasizes on the capacity to solicit the opinions of others, resolve conflicts, and aid in reaching decisions in group settings. It entails having the capacity to collaborate with others, forge agreement, and settle disputes.
PO4	Effective Citizenship: The necessity of sympathetic social concern and equity-focused national development is emphasized. It entails being aware of the problems that society faces, being involved in civic affairs via volunteering, and behaving in a way that reflects a thorough understanding of these problems.
PO5	Ethics: It emphasizes the significance of appreciating many value systems, comprehending the moral implications of choices, and taking accountability for them. It entails being conscious of ethical concerns

	and basing judgments on ethical principles.
PO6	Environment and Sustainability: Understanding environmental surroundings and sustainable development are the main objectives. It entails being conscious of how human behavior affects the environment and acting to advance sustainability.
PO 7	Self-directed and Life-long Learning: gaining the capacity to participate in independent, ongoing learning in light of socio-technical developments. It entails having the capacity to learn on one's own, adjust to new technology, and consistently acquire new abilities and information.

PROGRAMME SPECIFIC OUTCOME

PSO1	Students will be able to gain a broad understanding of economic, legal and social environment of business which will ensure identification of potential business opportunities, its evolution and exploration of entrepreneurial opportunities. Besides this demonstration of global outlook that is supposed to enhance ability to identify aspects of the global business as well as cross cultural understanding
PSO2	Development of competencies regarding quantitative and qualitative data analysis pertaining to business in addition to problem solving in the areas of marketing, business strategy and human resources.
PSO3	Developing responsiveness to social issues, exploring solutions with business ethics, identifying problems, opportunities for social entrepreneurship, designing ethical business solutions, and educating students on ethical awareness and behaviour.
PSO4	Utilize diverse business communication methods, incorporating technology, logical reasoning, and effective oral and written skills in business applications. Foster understanding of leadership responsibilities and effective team leadership across organizational levels, enabling collaboration, showcasing leadership qualities, and leveraging team members' diverse skills in relevant domains.

COURSE OUTCOME (COs)

Semester I

S.No.	Course Code	Course Name		Course Outcome
1.	101	Management Concepts & Practices	CO1	Gain insight of various management concepts and practices.

			CO2	Learning about the basic concepts, principles and process of planning, its importance, process and limitations.
			CO3	Understanding concept and process of organizing and organizational structures alongwith importance of responsibility over authority and its various aspects
			CO4	Understanding basic functioning of the organizations not only in corporate but also in other sectors such as government, NGO, Social Organizations etc.
			CO5	To gain knowledge about the effective control mechanism and ensuring co-ordination between various functional units and areas.
2.	102	Quantitative Methods	CO1	The graduates of this course will be able learn about the basic mathematics and statistics applicable in business decisions.
			CO2	This will sharpen their critical thinking, analytical skills and problem solving ability.
			CO3	Enhancement of the ability to effectively analyze and interpret data, make informed decisions and draw reliable conclusions, enabling evidence-based reasoning.
			CO4	Identification of mathematical models and algorithms to identify the root causes of problems and develop effective solutions.
			CO5	By using statistical models to analyze historical data, managers can make predictions about future trends, such as sales, demand, and customer behaviour.
3.	103	Managerial Economics	CO1	Learning about the role of economics in business management and prospects of the business in a span of time.
			CO2	Helping students to learn analyzing and optimizing resources such as labor, capital, and technology and making efficient use of resources to improve their productivity and profitability.
			CO3	Enabling analysis of competition, pricing, market power and market efficiency and informing business strategies and regulatory policies.
			CO4	Helping to learn and analyze and optimize resources such as labor, capital, and technology. By making efficient use of resources, organizations can improve their productivity and profitability.
			CO5	Understanding the impact of business risks on the organization, managers can develop risk management strategies to minimize the negative impact on business functioning.
4.	104	Business Environment	CO1	The participants of this course will be able learn about the macro factor affecting business environment.
			CO2	Acquaintance with the latest changes in the different

				components of business environment.
			CO3	Ability to comprehend and navigate the social, cultural, and political factors that shape business operations and stakeholder management in diverse domestic and international contexts.
			CO4	Understanding of how technological advancements and trends impact industries, enabling businesses to harness technology effectively, innovate, stay competitive and adapt to changing market demands.
			CO5	Ability to integrate sustainable practices, mitigate environmental risks, comply with regulations, and create positive environmental impacts.
5.	105	Business Communication	CO1	Learning about the various aspects of verbal and non-verbal communication which will be extremely useful to the students at the entry level in any professional organization in the initial years of their career.
			CO2	Development of effective verbal and nonverbal communication skills, enabling clear, persuasive, and engaging delivery of information, ideas, and messages in various interpersonal and professional contexts.
			CO3	Helping students in portraying themselves in a positive light and improve their reputation and enhance their professional image
			CO4	Understanding and utilizing body language, facial expressions, gestures, and other non-verbal cues to enhance communication effectiveness, convey messages, build rapport, and interpret meaning in interpersonal interactions.
			CO5	Learning to communicate effectively with customers, suppliers, and other stakeholders, organizations can optimize their operations and improve efficiency.
6.	106	Accounting for Managers	CO1	Acquainting the participants with the basics of accountancy regarding financial transactions of an organization.
			CO2	Developing critical thinking skills as they analyze financial data and make informed decisions based on that data.
			CO3	Understanding financial statements, budgeting, and cash flow management, students can develop the skills and knowledge needed to manage their own finances and make informed business decisions.
			CO4	Developing financial literacy skills that are essential for managing their personal finances.
			CO5	Enabling the students to gain insights about rising expenses based on the production and its effect on profit value of the firm.
7.	107	ICT & E- Business Fundamentals	CO1	This course will hone the skills of participants with basics of computers, ICT, office automation, E-Business and emerging technologies.

			CO2	It will also improve the critical thinking, analytical ability and problem solving skills of the participants.
			CO3	gaining a strong understanding of the role of technology in modern business operations
			CO4	Equipping students with digital literacy skills, including proficiency in using various software, applications,
			CO5	Develop basic understanding of online tools for communication, data analysis, and information management.
8.	108	Organizational Behaviour & Industrial Psychology*	CO1	Learning about behavioural aspects of different individuals and groups in an organization.
			CO2	Collaborating and leading teams across organizational boundaries
			CO3	Learning to demonstrate leadership qualities.
			CO4	Understanding about the various aspects of trans-national culture and global leadership.
			CO5	Development of interpersonal and teamwork skills.

COURSE OUTCOME (COs)

Semester II

S.No.	Course Code	Course Title		Course Outcome
1.	201	Indian Ethos & Ethics Management	CO1	Gaining insights about Ancient Indian wisdom contained in Indian scriptures.
			CO2	Learning the significance of Indian Values and their role in Management, Leadership and Trusteeship.
			CO3	Understanding Work Ethos, Laws and Values propounded in Indian Spiritual values and its relevance in value based management in Sustainable Growth of Business Organizations.
			CO4	Building a strong sense of morality and ethics to help in the development of moral values.
			CO5	Enhancing the decision making skills in situation of ethical dilemma.
2.	202	Research Methodology	CO1	Acquainting the participants with the basics of research before they go to the corporate world for their project study.
			CO2	Cultivating critical thinking, analytical skills and problem solving skills in the participants by way of systematic research.

			CO3	Equipping the students with the skills needed to effectively collect and analyze data, make informed decisions and conduct research in various fields.
			CO4	Understanding the utility and importance of statistics in research and enabling the individuals to make informed decisions based on data analysis.
			CO5	Equipping the students with the necessary skills to leverage technology in research and report preparation and to make the students able to prepare effective research reports.
3.	203	Human Resource Management	CO1	Developing the knowledge, skills, and experience required to perform HR functions effectively in different organizational settings
			CO2	Understanding of the knowledge of recruitment, training and development, compensation and benefits, and employee relations.
			CO3	Gaining knowledge of a person's unique psychological traits and capacities
			CO4	Learning to analyze situations and develop effective solutions to HR-related problems.
			CO5	Developing an awareness of the legal and ethical issues involved in HR management and learn how to navigate them appropriately.
4.	204	Financial Management	CO1	Graduates will improve their knowledge on business finance
			CO2	Gaining knowledge about the various methods of short term financing and working capital management.
			CO3	Learning about the aspects about allocation and differentiation of returns among the shareholders.
			CO4	Imparting knowledge about different sources for long term fund raising for the firm.
			CO5	Creating awareness about the cost of raising fund and composition of own and borrowed fund.
5.	205	Marketing Management	CO1	The participants of this course will be able to learn about the foundation of marketing in different focal areas.
			CO2	Understanding the consumer decision making process in buying and marketing research.
			CO3	Imparting knowledge about product at different stages of its life cycle, branding and packaging.
			CO4	Developing strategies to promote products or services to target customers.

			CO5	Acquiring expertise in diverse marketing domains such as rural, service, digital, and environmentally friendly marketing.
6.	206	Production & Operations Management	CO1	Understanding the nature of production and operations management, facility location strategies, types of manufacturing systems and layouts, as well as acquiring knowledge in layout planning and analysis.
			CO2	Making informed operations decisions, including production planning and control in mass production and batch/job manufacturing, as well as capacity planning using relevant models.
			CO3	Gaining knowledge in process planning, aggregate planning, scheduling, maintenance management concepts, work study as well as understanding the work environment and industrial safety practices.
			CO4	Understanding material management through an overview of material planning, inventory control, Just-in-Time (JIT) principles, materials planning budgeting, material requirement planning, purchase management, and stores management.
			CO5	Enhancing the knowledge of quality assurance practices such as acceptance sampling, statistical process control, total quality management (TQM), ISO 9000 standards, as well as maintenance and safety management.
7.	207	Business Legislation	CO1	Understanding the Indian Contract Act, 1872, covering essentials of valid contracts, void agreements, contract performance, breach and remedies, quasi-contracts, indemnity, guarantee, contingency, bailment, and agency.
			CO2	Understanding the Indian Contract Act, 1872, including the essentials of a valid contract, void agreements, performance of contracts, breach of contract, remedies, quasi-contracts, indemnity, guarantee, contingency, bailment, and agency.
			CO3	Gaining an introduction to the field of company law, which includes understanding the legal framework and fundamental principles governing companies and their operations.
			CO4	Understanding the concept and significance of share capital, including the different types of shares, share issuance, rights of shareholders, and the impact of share capital on a company's capital structure.
			CO5	Understanding the legal provisions and remedies for the prevention of oppression and mismanagement in

				companies, as well as gaining knowledge of the Consumer Protection Act and Cyber Laws for effective consumer protection and legal governance in the digital realm.
8.	208	International Business Environment*	CO1	The participants will be able to learn about the various aspects of global business environment.
			CO2	They will have basic knowledge about different mechanisms and institutions in International Business.
			CO3	Understanding of different financial institutions which are functioning globally
			CO4	Understanding the role and functions of various financial institutions, such as banks, insurance companies, investment firms, and regulatory bodies, in the financial system and their impact on the economy.
			CO5	Gaining a broader understanding of global issues and perspectives, including economic, political, social, and environmental dimensions, to develop a more comprehensive and informed worldview.

COURSE OUTCOME (COs)

Semester III

S.No.	Course Code	Course Title		Course Outcome
1	301	Operations Research	CO1	Gaining an introduction to operations research, which involves applying mathematical and analytical methods to optimize decision-making, solve complex problems, and improve efficiency in various organizational contexts.
			CO2	Understanding linear programming, a mathematical technique used to optimize resource allocation and decision-making by formulating and solving linear mathematical models.
			CO3	Understanding operational models, which are mathematical tools used to analyze and optimize various operational processes, enhance efficiency, and make informed decisions
			CO4	Understanding operational networks, which involve the design, analysis, and optimization of interconnected systems and processes to achieve efficient flow of goods, services, or information across various nodes and channels within an

				organization
			CO5	Understanding operational theories which provide frameworks and concepts to analyze and improve operational processes as well as enhance productivity, quality, and efficiency, and drive continuous improvement within organizations.
2	302 A	Consumer Behaviour	CO1	This course provides a valuable insight on how consumers make buying decisions and how social, cultural and economic factors affect their buying decisions.
			CO2	Exploring the psychological factors that drive consumer behavior and how individual traits and characteristics influence consumer decision-making processes.
			CO3	Understanding consumer attitudes and personalities, exploring how beliefs, values, and individual characteristics shape consumer behavior and influence their preferences, choices, and brand perceptions.
			CO4	Gaining the insight on reference group influence, diffusion of innovation, consumer involvement and opinion leadership, family functions and their impact on lifestyle, online buying behavior, and the impact of e-marketing on consumer behavior
			CO5	Understanding consumer behavior models and their practical application in analyzing and predicting consumer choices, preferences and decision-making processes.
3	302 B	Investment Analysis & Portfolio Management	CO1	Understanding the principles and strategies of Investment Management, you can develop the skills and knowledge needed to make informed investment decisions, manage portfolios effectively and potentially achieve financial goals.
			CO2	Equipping individuals with the skills to effectively evaluate securities, make informed investment decisions and manage investment risks.
			CO3	Gaining the knowledge and skills to navigate and participate in stock market investments, understand market dynamics, analyze stock performance and make informed investment decisions.
			CO4	Development of the skills to construct and manage investment portfolios effectively, optimize asset allocation, diversify risk, and align investments with specific goals and risk tolerance.
			CO5	Gaining the ability to effectively construct and

				monitor investment portfolios, evaluate their performance, and make data-driven adjustments to optimize investment outcomes.
	302 C	Employee Relations	CO1	Developing an understanding of the dynamics between employers and employees, labor laws, negotiation strategies, and conflict resolution techniques to foster harmonious workplace relationships and promote fair and productive working environments.
			CO2	Acquiring the skills to effectively address and resolve workplace grievances, encourage employee engagement and participation, and foster a positive and inclusive work environment.
			CO3	Gaining a comprehensive understanding of international labor standards, promoting social justice, and effectively managing labor relations within organizations.
			CO4	Gaining the knowledge of the updated labor laws and regulations in India, enabling individuals to navigate and comply with the provisions related to industrial relations
			CO5	understanding of the comprehensive framework for promoting and ensuring occupational safety, health, and improved working conditions,
4	303 A	Sales & Distribution Management	CO1	Developing the skills and knowledge to effectively navigate the sales process, understand customer needs, build relationships, and employ persuasive techniques to drive successful sales outcomes.
			CO2	Acquiring the skills to recruit, train, motivate, and lead a sales team, ensuring their effectiveness in achieving sales targets and driving business growth.
			CO3	Gaining the ability to develop comprehensive sales strategies, set realistic sales targets, track performance metrics and make data-driven decisions to optimize sales effectiveness and drive business success.
			CO4	Understanding of skills to effectively design, develop, and manage distribution channels, ensuring efficient product/service delivery, maximizing market reach, and fostering strong relationships with channel partners.
			CO5	Developing the knowledge and skills to effectively oversee and optimize retail operations, including merchandising, customer service, inventory management, and sales strategies, to drive profitability and customer satisfaction.
	303 B	International	CO1	Demonstrating a global outlook with the ability

		Finance		to identify global businesses and cross cultural understanding.
			CO2	It will increase the knowledge of participants' imperative for long term financial decisions corresponding to global operations.
			CO3	Understanding of a country's economic transactions with the rest of the world, including the measurement of imports, exports, and financial flows
			CO4	Understanding the global marketplace enabling individuals and businesses to make informed decisions regarding currency exchange rates, international trade, and investment opportunities.
			CO5	Enhancing the knowledge of different debt instruments and their implications, allowing individuals, businesses, and governments to make informed decisions about financing needs, risk management, and financial planning in both the short and long term
	303 C	Human Resource Development	CO1	Understanding of HR environment in which business operates and how economic, competitive and legislative factors affect staffing requirements.
			CO2	Holistic understanding of strategies and practices aimed at enhancing employee engagement, satisfaction, and growth, leading to improved productivity, retention, and overall organizational success.
			CO3	Comprehensive understanding of how to effectively manage a diverse workforce, navigate cultural differences, foster inclusivity, and leverage the benefits of cultural diversity to create a harmonious and productive work environment.
			CO4	Understanding of how to effectively structure and manage HRD functions within an organization, aligning employee development initiatives with strategic goals, and maximizing the potential of the workforce to drive organizational growth and success.
			CO5	Understanding of how to leverage technology for managing hr processes, ensuring compliance with financial regulations, and effectively tracking and analyzing HR and financial data
5	304	Entrepreneurship	CO1	Comprehensive understanding of the key skills needed to succeed as an entrepreneur, the emerging trends and benefits of the Indian start-up ecosystem, the various stakeholders involved, and the importance of business incubators in fostering rural and social entrepreneurship.

			CO2	Learning about coordinating the activities within specific functional areas of an organization, such as marketing, operations, finance, human resources, and information technology, to achieve organizational goals and optimize overall performance.
			CO3	Understanding of how to identify and leverage technological advancements, develop innovative business models, and effectively utilize digital tools and platforms to create and scale new ventures, driving economic growth and disruption across industries.
			CO4	Understanding of how to effectively apply business principles and strategies to address social and environmental challenges, create sustainable impact, and foster positive change within communities and society at large.
			CO5	Enhancing the knowledge of the unique challenges, opportunities, and strategies associated with female-led businesses, empowering women to overcome barriers, leverage their strengths, and make significant contributions to economic growth and gender equality.

COURSE OUTCOME (COs)

Semester IV

S.No.	Course Code	Course Title		Course Outcome
1	401	Strategic Management	CO1	Comprehensive understanding of the nature, importance, and purpose of formulating business policies, and implement strategic management practices to drive organizational success and achieve long-term sustainable growth.
			CO2	Comprehensive understanding of the process of analyzing internal and external factors, identifying strategic options, evaluating their potential impact, and making informed decisions
			CO3	Learning about different options and approaches available to an organization when formulating and implementing strategies, enabling informed decision-making and the selection of the most suitable course of action

			CO4	Learning about effectively translating strategic plans into action, allocate resources, establish organizational structures, align processes, motivate employees and monitor progress
			CO5	Assessing the effectiveness and efficiency of implemented strategies, monitor performance, identify deviations from planned objectives and implement corrective actions and continuously improving strategic initiatives.
2	402	Management Information System	CO1	Understanding the Information systems used at different levels for processing large amount of data.
			CO2	Learning about MIS components, including data collection, storage, processing, and dissemination, and its integration to support decision-making, facilitate information flow, enhance organizational efficiency.
			CO3	Understanding of how to effectively collect, organize, store, process, analyze, and interpret data, ensuring data quality, security, and accessibility, and transforming raw data into valuable information
			CO4	Leveraging technology and analytical tools to assist decision-makers in gathering relevant data, analyzing complex problems, exploring alternative solutions, and making informed decisions,
			CO5	Learning to utilize computer-based tools, software, and technologies to enhance managerial functions such as communication, information management, decision-making, data analysis, project management and resource planning.
3	403 A	Integrated Marketing Communication	CO1	Learning various advertising and promotional tools and their importance in attracting the customers.
			CO2	Enhancing the knowledge to plan, create, and execute advertising campaigns to effectively communicate messages, promote products or services, build brand awareness, influence consumer behavior and achieve marketing objectives.
			CO3	Learning about different media channels and platforms available for advertising and enabling effective media planning and selection to reach target audiences.
			CO4	Learning to leverage digital platforms and social media channels to create and implement targeted marketing strategies.

		CO5	Learning about promotional techniques and strategies, including discounts, coupons, contests, giveaways, loyalty programs, encourage brand loyalty and achieve short-term marketing objectives in a competitive marketplace.
403 B	Project Appraisal & Finance	CO1	Understanding capital expenditure, recognizing the importance and difficulties associated with project implementation, and acquiring negotiation skills for effective project management.
		CO2	Ability enhancement to effectively evaluate and assess various project components, such as feasibility, risks, costs and benefits and to make informed decisions and optimize project success.
		CO3	Acquisition of skills and knowledge necessary to plan, organize, execute, and control projects successfully, ensuring they are delivered on time, within budget, and to the satisfaction of stakeholders.
		CO4	Ability enhancement to identify and secure appropriate funding sources understands financial strategies and effectively manages the financial aspects of a project to ensure its successful implementation and sustainability.
		CO5	Ability to critically assess and evaluate the feasibility, viability, and potential impact of a project, considering various factors such as financial, economic, social, and environmental aspects, to make informed decisions.
403 C	Compensation & Benefits Management	CO1	Understanding and application of various models, principles, and strategies to effectively design, implement, and manage compensation systems that align with organizational objectives.
		CO2	Ability enhancement to comprehensively evaluate, select, and implement appropriate compensation approaches including salary structures, incentive plans, benefits packages as well as non-monetary rewards.
		CO3	Proficiency in designing and constructing comprehensive and competitive compensation plans that incorporate salary, bonuses, benefits, and other incentives to attract, motivate, and retain employees
		CO4	Understanding of the legal provisions and regulations pertaining to wages, minimum wage fixation, payment methods, and other related aspects, enabling effective compliance and fair

				wage practices within organizations.
			CO5	Understanding legal framework and provisions regarding social security benefits, including healthcare, pension, maternity benefits, and other welfare measures, facilitating compliance and ensuring employee well-being
4	404 A	International Marketing	CO1	Ability enhancement to strategically promote and sell products or services in global markets, effectively navigating cultural, economic, and political differences to achieve business objectives.
			CO2	Understanding of the impact of protectionist measures and regional trade agreements on international trade flows, enabling informed decision-making and strategic planning for businesses
			CO3	Acquisition of knowledge and skills to effectively plan, coordinate, and execute international export operations, ensuring compliance with regulations, optimizing market entry strategies, and maximizing profitability in foreign markets.
			CO4	Learning export procedures and documentation and enhancement of the ability to navigate the complex process of exporting goods or services as well as minimizing risks associated with international trade.
			CO5	Understanding of how to adapt and optimize product, price, promotion, and distribution strategies in diverse global markets
	404 B	Taxation	CO1	Ability enhancement to comprehend and navigate the complexities of tax laws and regulations, ensuring accurate tax reporting and compliance while effectively managing personal or business tax liabilities.
			CO2	Understanding and complying with the tax system, effectively managing tax obligations, and optimizing business processes to ensure accurate GST calculation, reporting, and payment
			CO3	Enabling effective tax planning, compliance, and optimization of tax liabilities to support financial decision-making and overall business success.

		CO4	Enabling informed decision-making that maximizes tax efficiency, minimizes risks, and aligns with overall business objectives.
		CO5	Learning about taxing and strategic alliances and optimization of tax outcomes to support successful collaborations and partnerships.
404 C	Organisational Change & Development	CO1	Gaining understanding of organizational changes will allow the graduates to learn new skills, explore new opportunities and exercise creativity in ways that ultimately benefit the organization.
		CO2	Learning about positive organizational change and enhance organizational effectiveness, fostering growth, productivity and employee well-being.
		CO3	Ability enhancement to apply a diverse range of interventions to diagnose and address organizational challenges, foster collaboration, enhance performance, and drive continuous improvement within the organization.
		CO4	Learning about enabling effective OD interventions and fostering sustainable organizational growth and success.
		CO5	Understanding and practice of OD and promoting evidence-based interventions and contributing to the continuous improvement of organizational effectiveness and development.

Programme Structure

SEMESTER – I					
Course Code & Name	Course Type	Theory Paper	Internal Assessment	Maximum Marks	Credits
101 Management Concepts & Practices	CC	60	40	100	4
102 Quantitative Methods	CC	60	40	100	3
103 Managerial Economics	CC	60	40	100	3
104 Business Environment	CC	60	40	100	3
105 Business Communication	CC	60	40	100	3
106 Accounting for Managers	CC	60	40	100	3
107 ICT & E- Business Fundamentals	CC	60	40	100	3
108 Organisational Behaviour & Industrial Psychology*	GE	60	40	100	4
109 Comprehensive Viva Voce	CC			100	4
SEMESTER TOTAL				900	30

SEMESTER – II					
Course Code & Name	Course Type	Theory Paper	Internal Assessment	Maximum Marks	Credits
201 Indian Ethos & Ethics Management	CC	60	40	100	4

202 Research Methodology	CC	60	40	100	3
203 Human Resource Management	CC	60	40	100	3
204 Financial Management	CC	60	40	100	3
205 Marketing Management	CC	60	40	100	3
206 Production & Operations Management	CC	60	40	100	3
207 Business Legislation	CC	60	40	100	3
208 International Business Environment*	GE	60	40	100	4
209 Comprehensive Viva Voce	CC			100	4
SEMESTER TOTAL				900	30

SEMESTER – III					
Course Code & Name	Course Type	Theory Paper	Internal Assessment	Maximum Marks	Credits
301 Operations Research	CC	60	40	100	4
302 A Consumer Behaviour**	DCE	60	40	100	4
302 B Investment Analysis & Portfolio Management**	DCE	60	40	100	4
302 C Employee Relations**					
303 A Sales & Distribution Management**	DCE	60	40	100	4
303 B International Finance**	DCE	60	40	100	4
303 C Human Resource Development**					
304 Entrepreneurship*	GE	60	40	100	4
305 Internship Dissertation & Comprehensive Viva Voce	CC			100	6
SEMESTER TOTAL				700	30

*Students may choose this course as a **Generic Elective** or may choose a Generic Elective Course offered in other UTDs at the same level or may choose a Course offered by MOOCs through SWAYAM.

Students may choose any four courses as **Discipline Centric Electives from the six courses offered in three choice based specialisations: Marketing, Finance and Human Resource Management (Group A or B or C).

SEMESTER – IV					
Course Code & Name	Course Type	Theory Paper	Internal Assessment	Maximum Marks	Credits
401 Strategic Management	CC	60	40	100	3
402 Management Information System	CC	60	40	100	3
403 A Integrated Marketing Communication**	DCE	60	40	100	4
403 B Project Appraisal & Finance**	DCE	60	40	100	4
403 C Compensation & Benefits Management**					
404 A International Marketing**	DCE	60	40	100	4
404 B Taxation**	DCE	60	40	100	4
404 C Organisational Change & Development**					
405 Managing Banks & Financial Institutions*	GE	60	40	100	4
406 Comprehensive Viva Voce	CC			100	4
SEMESTER TOTAL				800	30
GRAND TOTAL				3300	120

*Students may choose this course as a **Generic Elective** or may choose a Generic Elective Course offered in other UTDs at the same level or may choose a Course offered by MOOCs through SWAYAM.

Students are required to continue with two specialisations: Marketing, Finance and Human Resource Management (Group A or B or C) chosen by them in III Semester and take four courses as **Discipline Centric Electives.

Credit Distribution

SEMESTER	CORE	ELECTIVE COURSES	COMPREHENSIVE	TOTAL
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	COURSES	GENERIC	DISCIPLINE CENTRIC	VIVA /DISSERTATION	CREDITS
Semester I	22	04	00	04	30
Semester II	22	04	00	04	30
Semester III	04	04	16	06	30
Semester IV	06	04	16	04	30
TOTAL	54	16	32	18	120

Scheme of Examination

1. Semester End Theory Paper: Each theory paper of 60 marks will have following questions.

Type of Questions	Number of Questions	Marks allotted to each Question	Total Marks
Short Answer Type	5	4	20
Long Answer Type	5	8	40

There will be two questions of each type from each UNIT in all the question papers.

2. Internal Assessment: The internal assessment of 40 marks shall be based on two Written Tests of 20 marks each and one Test of 20 marks based on Assignment, Presentation & Class Participation of the student with following details. Marks will be awarded on the basis of best of the two Test Scores.

Type of Assessment	Marks	Remarks
Class Test	20 Marks	Two assessments of 20 Marks Each on the basis of evaluation of Answer scripts of the student.
Assignment	05 Marks	Assessment based on Written Assignment submitted by the student within due date on the allotted topic.
Presentation	10 Marks	Assessment based on Oral Presentation given by the student within due date on the allotted topic.
Class Participation	05 Marks	Assessment based on attendance and active participation of the student in the class debates, discussions, quiz etc.

The University Teaching Department reserves all rights to make necessary changes in the above Internal Assessment valuation system in case of any contingencies.

Computation of Letter Grade, Grade Points, Credit Points, SGPA & CGPA

1. Grade Letter & Grade Points

The grade letter and grade points will be assigned as per the following table:

Letter Grade	Grade Points	Description	Range of Marks (%)
O	10	Outstanding	90-100
A+	9	Excellent	80-89
A	8	Very good	70-79
B+	7	Good	60-69
B	6	Above Average	50-59
C	5	Average	40-49
P	4	Pass	35-39
F	0	Fail	00-35
Ab	0	Absent	Absent

2. Credit Points

The credit points will be computed by multiplying course credit with grading points in each course. Total Credit Points of the semester will be calculated by adding the credit points of all the courses of the concerned semester.

3. SGPA

Semester Grading Point Average will be calculated by dividing the total credit points of the semester by sum of credits allotted to that semester:-

$$\text{SGPA (Si)} = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

SGPI will be expressed up to two decimal places by rounding off.

4. CGPA

Cumulative Grading Point Average will be calculated by taking the ratio of total credit points scored by the student and sum of total credits in all courses studied till the semester end. CGPA will be expressed up to two decimal places by rounding off.

An illustration of computing letter grade, grade points, credit points, SGPA & CGPA:

Course Code	Course Title	Credits	Grade	Grade Point	Credit Points (Credits x Grade Point)
101	Management Concepts & Practices	4	B+	7	4×7 = 28
102	Quantitative Methods	3	A	8	3×8 = 24
103	Managerial Economics	3	C	5	3×5 = 15
104	Business Environment	3	B+	7	3×9 = 27
105	Communication Skills	3	B+	7	3×7 = 21
106	Accounting for Managers	3	B	6	3×6 = 18
107	Computers for Management	3	C	5	3×5 = 15
108	Organisational Behaviour & Industrial Psychology*	4	B+	7	4×7 = 28
109	Comprehensive Viva Voce	4	B+	7	4×7 = 28
	TOTAL CREDIT POINTS	30			204
SEMESTER I		SGPA = 204/30 = 6.8			

Course Code	Course Title	Credits	Grade	Grade Point	Credit Points (Credits x Grade Point)
201	Indian Ethos & Ethics Management	4	A	8	4×8 = 32
202	Research Methodology	3	A	8	3×8 = 24
203	Human Resource Management	3	B	7	3×7 = 21
204	Financial Management	3	A+	9	3×9 = 27
205	Marketing Management	3	B+	7	3×7 = 21
206	Production & Operations Management	3	B	6	3×6 = 18
207	Business Legislation	3	B+	7	3×7 = 21
208	International Business Environment*	3	B+	7	3×7 = 21
209	Comprehensive Viva Voce	4	A	8	4×8 = 32
	TOTAL	30			217
SEMESTER II		SGPA = 217/30 = 7.23			

	Semester I	Semester II	Semester III	Semester IV
Credit Points	204	217		
Credits	30	30		
SGPA	6.8	7.23		
CGPA	6.8	7.02		



**DEPARTMENT OF BUSINESS ADMINISTRATION
AWADHESH PRATAP SINGH UNIVERSITY
REWA (MP)**

**Master of Business Administration (MBA)
Full-Time Four Semester Programme
Choice Based Credit System (CBCS)**

SYLLABUS

Session: 2020-21

CC 101: MANAGEMENT PROCESS

Course Objective:

The objective of this paper is to familiarise the student with basic management concepts and behavioural process in the organisation.

Course Contents:

UNIT I: Introduction

Concept and significance of Management as a science or an art, Distinction between Management and Administration Functional Management, Principles of Management. Evolution of Management thought Classical School, neo-Classical School & Modern School.

UNIT II: Planning and Decision Making

Planning: Nature Process, Types, Principles & Significance. Planning Vs Forecasting. Objectives: Meaning, Characteristics, Types. & Importance of MBO Decision Making: Meaning & Significance, types, process, rationale, rationale & imitations.

UNIT III: Organizing

Concept & Process of Organizing. Organisation Structures & Design. Departmentation: Meaning, Needs and Consideration, Span of Management. Authority, Power and Responsibility. Delegation of Authority: Meaning. Advantages and Limitations. Centralization Decentralization of Authority.

UNIT IV : Direction, Motivation & Leadership

Direction-Meaning, Principles and Techniques. Motivation- Meaning. Significance and Theories Leadership-Concept. Theories Styles, Leadership & decision making.

UNIT V : Controlling & Co- ordination

Controlling- Meaning, Characteristics and Steps. Prerequisites of effective control. Co-ordination-Meaning. Importance and principles. Co-ordination as an essence of management.

Outcome:

Business Environment and Domain Knowledge

The graduates will be able learn about the basic concepts, principles and process of management. This learning will build a foundation and help them in understanding basic functioning of the organisations not only in corporate but also in other sectors such as government, NGO, Social Organisations etc.

Suggested Readings:

1. Koontz O Donnell : Essentials of Management
2. Terry and Franklin : Principles of Management
3. Drucker Peter : Principles of Management
4. Prasad, L.M : Principles of Management
5. Narayan & Rao : Principles of Management

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 102: QUANTITATIVE METHODS

Course Objective:

The objective of the course is to provide elementary knowledge of the concepts of Quantitative Teahouse and their application in business field.

Course Contents:

UNIT I: Matrices

Elementary introduction to Vectors & Determinants. Matrices: Meaning, Definition, Kinds, Equality, Transpose and basic operations on matrices Business Application of matrices: representation of data, Solution to the simultaneous equations,

UNIT II: Probability

Introduction, Basic terminologies, Simple problems related to addition, multiplication and division of probability, Conditional probability.

UNIT III: Introduction to Statistics

Arithmetic mean, Median, Mode and Weighted Average, Geometric mean, range, Quartile, Percentile, Deciles, Mean Deviation, Standard Deviation, and coefficient of variation.

UNIT I: Statistical Analysis (a)

Correlation and Regression Analysis, Scatter diagram and Karl Pearson's Co-efficient of Correlation. Index number: Quantity and Price Indexes, Fisher's ideal Index Number.

UNIT V: Statistical Analysis (b)

Time series Analysis and Forecasting: Components of Time series, Measurement of trend forecasting Graphical, Moving average, and least square methods.

Outcome:

Critical thinking, Business Analysis, Problem Solving and Innovative Solutions

The graduates of this course will be able learn about the basic mathematics and statistics applicable in business decisions. This will sharpen their critical thinking, analytical skills and problem solving ability.

Suggested Readings:

1. Levin Recharad I : Statistics for Management
2. Gupta, C.B. : An Introduction to Statistics.
3. Gupta. S.C : Fundamentals of Statistics.
4. Elhance, D.N : Fundamentals of Statistics.
5. Ray & Sharma : Statistics.
6. Raghavchari, C. : Business Mathematics.

CC 103: MANAGERIAL ECONOMICS

Course Objective: The objective of this course is to acquaint the participants with concept and techniques used in micro and macro economics and to enable them to apply this knowledge in the business decision making.

Course Contents:

UNIT I: Introduction

Managerial Economics: Meaning, Scope, Relationship with other disciplines. Demand Analysis, Elasticity of Demand. Supply: Nature, Types & Equilibrium. Indifference Curve Analysis, Price, Income and Substitution Effect. Demand Forecasting. Significance of Managerial Economics in Business Decisions.

UNIT II: Production Theory & Cost Analysis

Production Theory: Proportion (Short Run Production Analysis) and Law of returns to scale (Long Run Production Analysis) through the use of ISO QUANTS. Cost analysis: Cost Concept, Cost in Managerial Decision.

UNIT III: Theory of Firm & Market Structure

Theory of Firm- Profit Maximization & Sales Maximisation. Market Structure- Features and Price Determination of Monopoly, Oligopoly, Perfect Competition and Non- Price Competition.

UNIT IV: Employment Theory & Business Cycle

The Classical Theory of Employment, the Keynesian Theory of Employment. Circular Flow of Income in 2,3,4 Sector Economy. Business Cycle: Phases, Significance and Impact on society. Government policies related to Business Cycle, Inflation, Money supply.

UNIT V: Macro Economics Aggregates & Concepts

Concept and Measurement of National Income. Determination of National Income. Consumption & Saving Functions and their relationships. Aggregate Consumption – Gross Domestic Savings, Gross Domestic Capital Formation, GNP & GDP, WPI, CPI, HDI, Inflation. Investment Function: MEC & MEI. Balance of Payment, Fiscal Policy and Monetary Policy.

Outcome:

Business Environment and Domain Knowledge

The graduates of this course will be able learn about the role of economics in business management and prospects of the business in a span of time.

Suggested Readings:

1. V.C. Sinha & Ritika Sinha : Managerial Economics
2. P. L. Mehta : Managerial Economics
3. Varshney & Maheshwari : Managerial Economics
4. Joel Dean : Managerial Economics
5. M. L. Jhingan : Micro Economic Theory

CC 104: BUSINESS ENVIRONMENT

Course Objective: The primary objective of this course is to familiarize the students with the business environment prevailing in India, its different dimensions, influencing factors and its implications to business.

Course Contents:

UNIT I: Business and Environment

Definition, Nature and Components of Business; Concept , Classification and Significance of Business Environment ; Factors affecting environment of Business ; Assessing risk and opportunity in Indian and global business environment. Environment Management System (EMS), EMS Standards and Environmental Auditing.

UNIT II: Economic Environment

Components of Economic Environment of Business ; Basic Economic System ; Role of Five Year Plans to Industry ; Economic Reforms in India- Liberalisation, Globalisation and Privatisation ; New Economic Policy ; Industrial Policy ; Concept of Fiscal Policy & Monetary Policy.

UNIT III: Socio-cultural and Political Environment

Social Environment and its impact on Business; Role of culture in business, Social Responsibility of business; State Intervention in Business - Reasons, Types and Problems ; Concept of Private and Public Sector in India; Co-operative Organizations, MNCs and FDI in India.

UNIT IV: Technological Environment

Technological factors affecting business; Technology Policy of India; Prospects and Challenges to adopt technology; Role of Patents and Intellectual Property Rights in Business; Quality Standards and introduction of Six Sigma & Kaizen.

UNIT V: Environmental Management

Concept, Scope and Determinants of Environmental Management System ; Introduction of Sustainable Development ; Role and Trade of Forest Products in India ; Bio-Diversity & Waste Management ; Air, Water and Land Pollution- Causes and Laws ; Measures of Energy Conservation. Overview of Environment Protection Act.

Outcome:

Business Environment and Domain Knowledge

The participants of this course will be able learn about the macro factor affecting business environment and will be well acquainted with the latest changes in the different components of business environment.

Suggested Readings:

1. Principles of Business Management : Kumar & Sharma
2. Business Environment : F. Cherunilum
3. Economic environment of Business : Biswnath Ghosh
4. Business Environment for Strategic Management : K. Aswathappa
5. Indian Economy : Mishra and Puri

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 105 CP: COMMUNICATION SKILLS

Course Objective: This Course is aimed at equipping the students with the necessary techniques and skills of communicating individually and in a group. Oral, written and non-verbal communication skills are considered important in accomplishing the organisational goals and maintaining harmony.

Course Contents:

UNIT I: Introduction

Definition and Process of Communication, Essentials of Effective Communication, Barriers to Communication, Communication Networks, Role of communication in organizational effectiveness, Use of Grapevine.

UNIT II: Oral Communication

Public Speech & Presentation Skills: Composition, Principles, Speech Delivering Skills, Overcoming Glossophobia, Just-A-Minute Presentation. Interview: Pre Planning for the Interview, Facing the Interview Board. Communication in Group Discussion, Do's and Don'ts in GD's. Communication in Committees, Seminars and Conferences.

UNIT III: Non-Verbal Communication

Non- Verbal communication: Meaning and its Importance. Facial expression, Postures, Gestures, Eye Contact & Gazing, Hepatics, etc. Listening: Process, Types and Principles.

UNIT IV: Writing Skills

Writing different types of Job Application Letters. Preparing Bios & Resumes. Writing different types of Reports, Proposals, E-mails and Summaries. Drafting Notices, Advertisements etc.

UNIT V: Business Correspondence

Essentials of Effective Business Correspondence. Structure of Business Letter, Forms of Letter layout. Types of Business Letters- Enquiries and replies, orders and their execution, complaint letter, sale letter, Response Letter, Thanks Letter.

Outcome:

Effective Communication

The participants of this course will be able learn about the various aspects of verbal and non-verbal communication which will be extremely useful to them at the entry level in any professional organisation in the initial years of their career.

Suggested Readings:

1. Nageshwar Rao & R. P. Das : Communication Skills
2. M. V. Rodrigues : Effective Business Communication
3. R. C. Sharma & Krishna Mohan : Business Correspondence & Report Writing
4. E. H. McGrath, S. J. : Basic Managerial Skills for All
5. P. D. Chaturvedi & Mukesh Chaturvedi : Business Communication

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 106: ACCOUNTING FOR MANAGERS

Course Objective:

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning, decision making and control.

Course Contents:

UNIT I: Basic Accounting Concepts

Financial Accounting: Concept, Importance and Scope. Generally accepted accounting principles, Preparation of Financial Statement with special reference to analysis of Balance Sheet and measurement of Business Income.

UNIT II: Financial Statements

Financial Statements analysis, Cash Flow Statement, Fund Flow Statement , Ratio Analysis – Meaning, Importance and Limitations. Preparation of various types of statements.

UNIT III: Management Accounting

Management Accounting - Concept, Need, Importance and Scope. Cost Accounting- Records & Process, Cost Ledger& Control Accounting, Job and Process Costing. Reconciliation & Integration between Financial Accounting and Cost Accounting.

UNIT IV: Budgeting

Various types of budget and their preparation, Master Budget, Flexible Budget, Performance Budgeting, Zero Budgeting and Budgetary Control.

UNIT V: Costing

Costing for Decision Making: Standard Costing, Variance Analysis, Marginal Costing and Absorption Costing. Overview of GST.

Outcome:

Business Environment and Domain Knowledge

This course will acquaint the participants with the basics of accountancy regarding financial transactions of an organisation.

Suggested Readings:

1. S. M. Shukla : Advanced Accounting
2. Sharma & Gupta : Management Accounting
3. Jain & Narang : Accountancy
4. I. M. Pandey : Advanced Accounting
5. Shukla & Grewal : Advanced Accountancy

CC 107: ICT & E-BUSINESS FUNDAMENTALS

Course Objective:

The objective of this course is to give an exposure to the participants regarding the usage of computers software, ICT, E-Business Fundamentals and emerging technologies in the business organisation with the specific reference to the commercial data processing systems.

Course Contents:

UNIT I: Introduction

Computers. An Introduction, Development of Computer, Components of Computer, System: - CPU, Input and Output Devices, Storage Media, Computer Hardware/Software Generations, Classification of Computer Programming Languages. Overview of Number System, Information Technologies, Internet Communication Technologies. Applications of Computer in Business.

UNIT II: PC Software Package

Operating System: Introduction to Operating System (DOS & Windows). Basics of Word Processing Insert, Page Layout, References and Mailings. Basics of Excel/Spreadsheet: Data Formatting, Data Representation & Data Visualization. Power Point: Creating a PowerPoint Presentation on PC. Do's and Don'ts of Power Point Presentation.

UNIT III: E-Business:

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: Emerging Technologies

Communication Technologies: 2G, 3G, 4G and 5G, Artificial Intelligence (AI), Internet of Things (IoT), Machine Language, Big Data, Coding, Cloud Computing, Cyber Security etc.

Outcome:

Critical Thinking, Business Analysis, Problem Solving and Innovative Solutions

This course will hone the skills of participants with basics of computers, ICT, office automation, ,E-Business and emerging technologies. It will also improve the critical thinking, analytical ability and problem solving skills of the participants.

Suggested Readings:

1. Sinha and Sinha, "Computer Fundamentals", BPR Publications , Latest Edition
2. Niranjana Shrivastava, Computer Applications in Management
3. R.K. Taxali, "PC Software for Windows Made Simple", Tata McGraw Hills, New Delhi,
4. R Kalakoita & M Robinson. "E-Business. Roadmap for Success", Pearson Education.
5. Rayudu C.S., "e-Business", Himalaya Publishing House, Latest Edition
6. Elaine Rich and Kevin Knight, "Artificial Intelligence", Tata McGraw Hill
7. V. Madiseti & A. Bahga, "Internet of Things, A Hands on Approach", University Press.
8. Gupta Sarika, "Information and Cyber Security", Khanna Publishing House, Delhi.
9. Jain V.K., "Big Data and Hadoop", Khanna Publishing House, Delhi.
10. AurélienGéron, "Hands-On Machine Learning with Scikit-Learn and Tensor Flow: Concepts, Tools, and Techniques to Build Intelligent Systems", 1st Edition, O'Reilly Media

GE 108: ORGANISATIONAL BEHAVIOUR & INDUSTRIAL PSYCHOLOGY

Course Objective:

The objectives are to impart an understanding of resource component in the process of management and to develop an understanding of organisational and individual variants which affect organisations, amongst the course participants.

Course Contents:

UNIT I: Introduction

Concept of Organisational Behaviour, Contributing Disciplines to organisational Behaviour, Background/ Historical Perspective and Framework of OB, OB in a Learning Organisation.

UNIT II: Individual Behaviour & Group Dynamics

Perception and Impression Management, Personality- Concept and Determinants, Attitudes and Values. Group Formation, Nature of Groups, Group norms, Reasons for joining Groups, Individual Roles in Groups., Functions of Groups within an Organisation.

UNIT IV : Global Leadership

Cultural Dimensions & its impact on Business Practices. Leadership across Culture, Challenging role of a Global manager as a Global Business Leader. Challenge of managing Cross-cultural workgroups and international teams. Cross cultural communication & Negotiations. Cultural differences & Ethical dilemmas.

UNIT IV: Industrial Psychology

Evolution of Industrial Psychology, Psychological Conflicts: Causes Effects and Remedies. Role Clarity & Role Conflict. Work life balance. Causes of Monotony, Fatigue, Accidents and Alcoholism in employees. Employee Retention Strategies.

UNIT V: Other Issues

Emotional Intelligence: EI Framework, Effect of EI individual and organisational effectiveness. Stress Management- Meaning, Cause, Effects and Coping Strategies for Stress and Interpersonal Behaviour. Creating High Performance Culture. Mentoring & Talent Management. Team Building & Team Work, Time Management.

Outcome:

Leadership, Teamwork, Global Exposure and Cross Cultural Understanding

The participants of this course will be able to learn about behavioural aspects of different individuals and groups in an organisation. Graduates are expected to collaborate and lead teams across organisational boundaries and demonstrate leadership qualities. The participants will be able to learn about the various aspects of trans-national culture and global leadership.

Suggested Readings:

1. Stephens P. Robbins : Organisational Behaviour
2. Keith Davis : Organisational Behaviour
3. Uma Shekaran : Organisational Behaviour
4. UdaiPareek . : Understanding Organisational Behaviour
5. Bhattacharya D. K. : Organisational Behaviour

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

SEMESTER II

CC 201: INDIAN ETHOS & BUSINESS ETHICS

Course Objective: This is a value based course. The objective of this course is to acquaint the students with the moral values and traditional wisdom inherent in our Indian mythology and literature.

Course Contents:

UNIT I: Introduction

History and Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices. Managerial lessons from Vedas, Ramayan, Mahabharat, Bible and Quran. Kautilya's Arthshashtra.

UNIT II: Indian Values

Indian Heritage in Management. Impact of Value on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture. Meditation, Mental Health and Yoga. Gurukul System of Learning. Gandhian Approach in Management & Trusteeship. Importance of Trusteeship Principles in Business Management.

UNIT III: Ethos & Laws

Ethics v/s Ethos, Indian v/s Western Management, Work Ethos and Values for Indian Managers. Relevance of value based management in Global Change. Nishkama Karma, Law of Karma, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection and Corporate Karma Leadership.

UNIT IV: Understanding Ethics

Need for Ethics, Ethical Values, Myths and Ambiguity, Ethical Codes, Ethical Principles in Business. Theories of Ethics, Absolutism v/s Relativism. Kohlberg's six stages of Moral Development (CMD).

UNIT V: Managing Ethical Dilemma

Ethical Decision Making, Ethical Reasoning, Dilemma Resolution Process. Ethical Dilemma in different business areas of Finance, HRM, Marketing and International Business. Ethics and Value Based Leadership. Traditional Indian Wisdom towards Business Ethics.

Outcome: Value based learning & Leadership

The participants of this course will be able to learn values from Indian mythology and Role Models and use them in sustainable growth of business organisations.

Suggested Readings:

K.C. R. Raja	:	Ethics, Indian Ethos & Management
Bishwanath Ghosh	:	Ethic in Management & Indian Ethos
R. Nandgopal&AjithSankar R. N.	:	Indian Ethos & Values in Management
G. D. Sharma	:	Management & Indian Ethos
S. K. Chakraborty	:	Ethics in Management :Vedantic Perspective

CC 202: RESEARCH METHODOLOGY

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

Course Contents:

UNIT I : Introduction

Meaning, Objectives, and Significance of Research; Types of Research; Concept and scope of research methodology in Management; Criteria for a good Research ; Research Organisations in India.

UNIT II : Research Process

Steps in Research Process. Need and Features of a good Research Design; Types of Research Design; Sampling Design Techniques; Characteristics of a good Sample Design; Formulation of Research Objectives and Hypothesis.

UNIT III : Methods of Data Collection

Types of Data. Sources of secondary data; Review of Literature and its importance. Methods of Collecting Primary Data; Observation, Interview & Questionnaire Method. Designing and Administration of Questionnaire. Questionnaire vs Schedule. Measurement & Scaling techniques.

UNIT IV : Methods of Data Representation & Analysis

Use of Graphs, Charts and Maps in Data Representation. Processing of data- Editing, Coding, Classification and Tabulation of Data; Utility and Importance of Statistics in Research ; Measures of Central Tendency and Dispersion, Correlation and Regression etc. Statistical tests such as Chi - square test, t – test, and ANOVA.

UNIT V : Research Report Preparation

Preparation of Research Reports; Layout of the Research Report; Steps in Report Writing ; Applications of MS Word, Power Point and Excel in Report preparation ; Research related Software and their application.

Outcome:

Critical thinking, Business Analysis, Problem Solving and Innovative Solutions

This course will acquaint the participants with the basics of research before they go to the corporate world for their project study. This will also cultivate critical thinking, analytical skills and problem solving skills in the participants.

Suggested Readings:

1. Research Methodology : C.R. Kothari
2. Research Methodology : R. Pannersevam
3. Research Methodology in Management : Dr. V.P. Michael
4. Business Research Methods : Naval Bajpai
5. Marketing Research : Malhotra & Dash

CC 203: HUMAN RESOURCE MANAGEMENT

Course Objective:

The objective of this paper is to acquaint the student about the various facts of managing manpower and to develop the insight on various policies and practices of Human Resource Management.

Course Contents:

UNIT I: Introduction

Concepts & Perspectives on Human Resource Management, HRM in Changing Environment, Corporate Objectives and Human Resource Planning, Career & Succession Planning, Job analysis and Job Description.

UNIT II: Recruitment and Training

Recruitment and Selection of Manpower, Induction and Orientation, Training and Development, Performance Appraisal and Potential Appraisal.

UNIT III: Compensation

Job Evaluation, Wages and Salary Administration. Employee Benefit Programmes, Incentives and Fringe Benefits. Organisational Participation and Productivity Sharing.

UNIT IV: Managerial Skills

Introducing change in the organization, Discipline, Absenteeism and Employee Turnover, Conflict Management, Grievance Handling. Work from home in contingencies such as pandemic situation.

UNIT V: Industrial Relations

Employee Welfare, Industrial Relations and Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment.

Outcome:

Business Environment and Domain Knowledge

This course will ensure the basic learning of managing human resource in an organisation and participants will also gain understanding of influence of external environment forces on HRM.

Suggested Readings:

1. Gary Dessler : Fundamentals of Human Resource Management
2. K. Aswathappa : Human Resource and Personal Management
3. C.B. Memoria : Personnel Management
- 4.. Deepak Kumar Bhattacharya : Human Resource Management
5. V.S. P. Rao : Human Resource Management

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 204: FINANCIAL MANAGEMENT

Course Objective:

The basic purpose of this course is to develop an insight of postulates, principles, and techniques of accounting and utilization of financial and accounting information for planning, decision making, and control.

UNIT I: Introduction

Financial Management – Nature, Scope & Objectives, Financial Analysis & Control, Cost Volume Profit Analysis, Valuation of a Firm, Business Forecasting.

UNIT II: Short Term Financing

Working Capital Management, Management of Cash & Receivables, Accounts and Receivables Management, Inventory Management, Debt Financing, Bank Financing.

UNIT III: Capital Structure and Dividends

Capital Structure Decision of a firm, Theories of Capital Structure, Dividend Policy of the Firm, Valuation & Dividend Decisions.

UNIT IV: Long Term Financing

Sources of Long Term funds externally: Long term Debt, Preferred & Common Stock, Convertible Securities & Warrants, Lease Financing.

UNIT V: Investment Decisions

Capital Budgeting, Methods of Capital Budgeting, Cost of Capital for Risky Investment, Multiple Risky Investment, Portfolio Management.

Outcome:

Business Environment and Domain Knowledge

Graduates will improve their knowledge on functioning of local and global business environment and will be acquainted about various aspects related to sources of funds and management of funds in an organisation

Suggested Readings

1. Khan & Jain : Financial Management
2. I.M. Pandey : Financial Management
3. S. K. Gupta & R. K. Sharma : Financial Management
4. Prasanna Chandra : Financial Management: Theory & Practices
5. V. K. Bhalla : Financial Management and Policy

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 205: MARKETING MANAGEMENT

Course Objective:

This is an introductory course to the marketing specialisation. The objective of the course is to introduce the students to the basic concepts and components of marketing so as to develop an understanding of different functional areas of management irrespective of the selected area of specialisation.

Course Contents:

UNIT I: Introduction

Basic Concepts and Approaches to Marketing Management, Selling vs. Marketing, Marketing System, Marketing Environment, Marketing Mix, Market Segmentation and Marketing Process. Targeting & Positioning.

UNIT II: Consumer Behaviour & Marketing Research

Concept of Consumer Behaviour, Factors affecting Consumer Behaviour. Decision Making Process in Buying. Diffusion of Innovation. Types and Levels of Decision Making in Buying. B2B Marketing and CRM. Concept and Components of Marketing Information System (M_kIS). Marketing Research: Meaning, Process, Scope and Significance.

UNIT III: Product & Brand Management

Product Mix, Product Classification, Product Life Cycle, Launching of a New Product. Branding Decisions & Strategies: Selecting a Brand Name, Brand Identity, Personality & Associations. Packaging: Functions & Types, Legal Dimensions of Packaging, Packaging as a Promotional Tool.

UNIT IV: Pricing, Promotion & Distribution Management

Pricing Objectives & Methods. Factors influencing Pricing of a Product. Promotional Decisions- Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. Promotion Mix. Channels of Distribution, Channel Planning & Channel Mix, Factors Affecting Channel Choice. Types of Middlemen. Functions of Middlemen, Utility Created by Middlemen.

UNIT V: Specific Marketing Areas

Service Marketing, Rural Marketing, Green Marketing, International Marketing, Social & Non-Profit Marketing, Social Media & Digital Marketing. Marketing to base of Pyramid Customers.

Outcome:

Business Environment and Domain Knowledge

The participants of this course will be able to learn about the foundation of marketing in different focal areas and they will also understand the impact of economic, political, technological factors on marketing activities.

Suggested Readings:

1. Ramaswami V. & Namkumari S., : Marketing Management.
2. Kumar Arun & Meenakshi N. : Marketing Management
3. Kotler Philip, Keller K.L., Koshy Abraham Jha M. : Marketing Management, 12th Edition
4. Stanton W. J., : Fundamentals of Marketing
5. Kujnish Vashishth : A Practical Approach to Marketing Management

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 206: PRODUCTION AND OPERATIONS MANAGEMENT

Objective:

The course is designed to acquaint the students with decision making in Planning, Scheduling and control of Production and Operation function in both manufacturing and services Productivity improvement in operations through layout engineering and quality management etc. effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Contents:

UNIT I : Introductory Concept to Operations

Nature and of Production and Operations Management, Facility Location, Types of Manufacturing Systems & Layouts, Layout Planning and Analysis Material Handling- Principles Equipments, Line Balancing- Problems.

UNIT II: Operational Planning

Operations decisions- Production Planning and Control – In Mass Production – In Batch/Job Manufacturing Capacity Planning – Models.

UNIT III: Process Planning

Process Planning – Aggregate Planning- Scheduling- Maintenance Management Concepts, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment – Industrial Safety.

UNIT IV: Material Management

Material Management: An Overview of Material Management, Material Planning and Inventory, Control, JIT, Materials Planning Budgeting and Material Requirement planning, Purchase Management, Stores Management.

UNIT V: Quality Control

Quality Assurance: Acceptance Sampling, Statistical Process Control, TQM, ISO 9000, Maintenance, Safety Management.

Outcome:

Business Environment and Domain Knowledge

This course will expose the participants with towards various aspects of manufacturing sector.

Suggested Readings:

1. Buffa, E.S. : Modern Production Management
2. Chary S.N. : Production and Operations Management
3. Chunawalla & Patel : Production and Operation Management
4. Subimal Bhattacharya : Operations Management
5. K. K. Ahuja : Production Management

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 207: BUSINESS LEGISLATION

Objective:

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

Course Contents:

UNIT I : Contract Act.

The Indian Contract Act, 1872: Essentials of valid Contract. Void Agreements. Performance of contracts, Breach of Contract and Its remedies. Quasi-Contracts. Indemnity. Guarantee Contingency, Bailment and Agency.

UNIT II: Sales of Goods Act & Negotiable Instruments Act.

The Sale of Goods Act, 1930: Formation of a Contract .Right of Unpaid Seller. The Negotiable Instruments Act, 1881: Nature and Types. Negotiation and Assignment. Holder-in-Due Courses Dis honor and Discharge of a negotiable Instrument.

UNIT III : Introduction to Company Law.

The Companies Act 1956:Nature and Types of Companies. Formation. Memorandum and Articles of Association, Prospectus.

UNIT IV: Share Capital

Allotment of Shares. Shares and Share Capital. Shares vs Debentures Membership, Borrowing Powers. Management and Meeting. Accounts and Audit. Compromise Arrangements and Reconstruction.

UNIT V : Other Issues

Prevention of Oppression and Mismanagement. Winding UP: Consumer Protection Act and Cyber Laws.

Outcome:

Business Environment, Domain Knowledge, Critical Thinking & Problem Solving

The course will acquaint the participants with functioning of legal business environment and concerned potential issues and laws in managing operations of business and thereby they are expected to make judgment calls and take legit decisions in future that a business professional has to make on daily basis. This course will prepare the participants for imaginative and responsible leadership roles in the business. They are expected to critically analyze, evaluate and create solutions in the business.

Suggested Readings:

1. Avtar Singh, Company Law, 11th Ed. Lucknow, Eastern 1996
2. Gang & Chanda, Marchantile Law.
3. Kapoor N.D. Marcantile Law

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

GE 208: INTERNATIONAL BUSINESS ENVIRONMENT

Objective:

The primary objective is to acquaint the students to emerging global trends in business environment and enhance the knowledge about the foreign markets.

Course Contents:

UNIT-I Introduction

International Business: An overview- Types of International Business. The External Environment: Economic and Political Environment, The Human Culture Environment and its influence on Trade and Investment Patterns.

UNIT-II World Trade

Recent World Trade and Foreign Investment Trends, Balance of Payments and Balance of Trade, Theories related with International Trade. World's Economic Growth & Environment.

UNIT-III International Finance

World Financial Environment: Cross-national Cooperation and Agreements, Tariff and Non-Tariff barriers, WTO, GATT, Regional Blocks.

UNIT-IV Financial Institutions

Foreign Exchange Market Mechanism, Determinants of Exchange rates, Euro-Currency Market, Offshore Financial Centres, International Banks, Non-Banking Financial Services Firms, and Stock Markets.

UNIT-V Global Issues & Perspectives

Global Competitiveness: Technology and Globalisation, Export Management, Licensing & Joint Ventures, Globalisation and Human Resource Development, Globalisation with Social Responsibility.

Outcome:

Global Exposure and Cross cultural Understanding

The participants will be able to learn about the various aspects of global business environment. They will have basic knowledge about different mechanisms and institutions in International Business.

Suggested Readings:

1. Leslie Hamilton & Philip Webster : The International Business Environment
2. Anant Kumar : The International Business Environment
3. Bhalla, V.K. and S. Shivaramu : International Business Environment and Business
4. Janet Morrison : The International Business Environment
5. Sukumar Nandi : The International Business Environment

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

SEMESTER :III

CC 301: OPERATIONS RESEARCH

Objective:

The objective of this paper is to give the students a firm grasp of quantitative techniques, which are useful to them in the field of management. The emphasis is mainly laid on operational research.

Course Contents:

UNIT I : Introduction to OR

Introduction, Nature, Scope and managerial application, methodology and Modelling in OR Types of models, Principles of Modelling in OR. Overview of various OR models used in business.

UNIT II : Linear Programming.

Linear Programming, Introduction, Formulation, Graphical and Simplex Method for solving L.P.P Maximisation & Minimisation Type Problems, Big m and Two –Phase Methods.

UNIT III : Operational Models

Transportation Problems: Formulation Basic Feasible solution and optimality test, Assignment Problems: Minimisation types, constraints, unbalanced and maximization type, Monte Carlo's simulation (Elementary concept).

UNIT IV : Operational Network :

PERT & CPM: Basic concepts, Rules of Network construction Determination of critical path Determination of float. Determination of project completion time . Dynamic Programming. (Elementary concept).

UNIT V : Operational Theories

Game Theory: Type of Game. Two person Zero Sum Game, Saddle Point. Dominance rule, solution to 2×2 , $2 \times n$ and $m \times 2$ games. Queuing theory: General Structure of a queuing system Queuing Theory, Operating characteristics of a Queuing system, Simple problems related to Queuing. Replacement theory (Elementary concept).

Outcome:

Critical thinking, Business Analysis, Problem Solving and Innovative Solutions

Competency in quantitative techniques will hone the critical thinking, analytical skills and problem solving ability of the participants. They are expected to use these techniques to solve the problems under uncertainty and take appropriate decisions in the business world.

Suggested Readings:

1. Vohra N.D., Quantitative Techniques in Management, New Delhi, TMGH 1990
2. Sharma SD, Operations Research
3. Sharma JK, Operational Research: Theory and Applications, New Delhi, Macmillan India Ltd. 1997
4. Narag A S, Linear Programming and Decision Making New Delhi, Sultan Chand, 1995.

DCE 302 A : CONSUMER BEHAVIOUR

Objective:

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

Course Content :

UNIT I : Introduction

Introduction to consumer Behaviour: Consumer Behaviour and Marketing strategy: Consumer Involvement and Decision Making: Information Search Process: Evaluation criteria and Decision Rules.

UNIT II : Motivation & Personality

Consumer motivation: Need and Goals, positive & Negative motivational, Dynamic Nature or Motivation, Consumer Perception: Conceptual Framework, Dynamics of Perception, Consumer Imaging.

UNIT III : Attitude & Personality

Consumer Attitude and Attitude Change: Influence of personality and self concept on Buying Behaviour: psychographics and lifestyle: AIO & VALS Classification.

UNIT IV : Influence on CB

Reference Group Influence: Diffusion of Influence: Diffusion of Innovation Process, The concept of Chasm: Profile of Consumer Involvement and Opinion Leadership, Family functions and family life style. On-line Buying Behaviour, Influence of E-marketing on Buying Behaviour.

UNIT V : CB Models & Application

Models of Consumer Behaviour: Nicosia Model: Howard Sheth Model, Engel Blackwell Julia Model, Industrial Buying Behaviour Consumer Behaviour Studies in India.

Outcome:

Business Environment, Domain Knowledge, Social Responsiveness & Ethics

This course provides a valuable insight on how consumers make buying decisions and how social, cultural and economic factors affect their buying decisions. The graduates are expected to identify the problems and tap the opportunities in the market by constructing smarter marketing strategies and fill the gap by identifying products that are needed and products that are obsolete pertaining to the business they work in future. The participants will gain an understanding of social issues & problems in the society and will be able to explore solutions to it within ethical boundaries which would further affect consumer judgment and buying decision positively.

Suggested Readings:

1. Schiffman, LG and Kanuk, LL Consumer Behaviour New Delhi, PHI.
2. Mowen, John C. – Consumer Behaviour, New York, Mac Millan.
3. Engle JF etc, Consumer Behaviour in Marketing, Engle wood Cliffts, New Jersey, PHI.

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

DCE 302 B : INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Objective:

The objective of this course is to impart knowledge to students regarding the theory and practice of Investment Analysis and practices of Portfolio Management.

Course Contents:

UNIT I: Investment Management

Investment – Return and Risk: Operation of Indian Stock Market; New Issue Market; Listing of Securities: cost of Investing in Securities: Mechanics of Investing Markets and Brokers: Investment Companies , Market Indices and Return .

UNIT II: Security Analysis

Security Credit Ratings; Objective of Security Analysis; Investment Alternatives; Valuation Theories of fixed and variable income Securities; The Return to Risk and the Investment Decision; Government Securities; Non Security Form of investment.

UNIT III: Stock Market

Market: stock Market Analysis- Fundamental and Technical Approach, Efficient Market Theory; Recent Development in Indian Stock Market; Investment Instruments of the Money. Derivatives-Contract, Future market & Hedging, Swap, Option pricing, Derivative Markets in India.

UNIT IV: Portfolio Management

Introduction to portfolio Management – An optimum portfolio – Selection Problem, Markowitz Portfolio Theory, The Nature of Investment Risk MVC and Portfolio Selection, Portfolios of two Risky Securities, A Three Security Portfolio, the Efficient Frontier .

UNIT V : Managed Portfolios and Performance Measurements

Sharpe: Single Index Model; Application of Market Model in Portfolio Construction Capital Assets Pricing Model, Constructing the Optimum Portfolio, Portfolio Investment Process: Bond Portfolio Management Strategies : Investment timing and Portfolio Performance Evaluation : Corporate Portfolio Management in India .

Outcome:

Critical thinking, Business Analysis, Problem Solving and Innovative Solutions

The participants will acquire knowledge on techniques and strategies used to manage funds and assets of the organization. This will refine their analytical skills, problem solving and they will be able to plan and execute investment decisions by gauging the risk patterns effectively thereby managing the portfolio of the organization effectively.

Suggested Readings:

1. Bhalla, V.K., Investment Management: Security Analysis and Portfolio Management 8th Ed. New Delhi, S Chand.
2. Fisher Donald E and Jordan, Ronald J. Security Analysis and Portfolio Management 6th Ed. New Delhi PHI.
3. Sharpe, Willam F. etc Investment. New Delhi PHI.

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

DCE 302 C: EMPLOYEE RELATIONS

Objective:

Organisational efficiency and performance are intricately interlinked with Industrial relations. This course is an attempt to appreciate the conceptual and practical aspect of employee relations at the micro and macro levels .

Course Contents:

UNIT I : Introduction

Industrial Relations Perspectives: Industrial Relations and The Emerging Socio – economic scenario : Industrial Relations and the state : Legal framework of industrial Relations .

UNIT III : Employee Grievance & Participation

Discipline and Grievance Management: Negotiation and Collective Settlements: Participative Management and co-ownership: Productive Bargaining.

UNIT III : ILO & IR

Industrial unrest in India, ILO, India and ILO, Dunlop's Industrial Relations Model. Employee Empowerment, Quality Management.

UNIT V : Industrial Relation Code 2020

Preliminary, Bi Parity Forum, Trade Unions, Standing Orders, Notice of Change, Voluntary Reference of Dispute and Arbitration. Mechanism for Resolution of Industrial Dispute, Strikes & Lock-outs, Special Provisions Related to Lay Offs, Retrenchment & Closure in Certain Establishment. Factories Act 1948.

UNIT V: Occupational Safety, health & Working Condition Code 2020

Preliminary, Registration, Duties of Employer & Employees, Occupational Safety & Health, Health Safety & Working Conditions, Welfare Provisions, Hours of Work & Annual Leave with Wages, Maintenance of Registers, Records & Returns, Inspector cum Facilitator and Other Authority. Special Provisions related to employment of Women, Special Provisions for Contract Labour, Offences & Penalties, Social Security Fund.

Outcome:

Business Environment and Domain Knowledge

The participants will learn social and political influences of labour relations on business and thereby it will help them to deal with the realities of managing a business in the complex world.

Suggested Readings:

1. Das R.P., Management of Industrial Relations, Varanasi , K Krishna Trading Corp.
2. Agrawal SN Labour Relations Law in India.
3. Taxman Labour Laws.
4. Menal Arora, Industrial Relations, Excel Books.

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

DCE 303A: SALES AND DISTRIBUTION MANAGEMENT

Objective:

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

Course contents:

UNIT I : Selling Process & Concepts

Nature and Scope of sales management: Setting and Formulating Personal Selling Objectives Sales Theories, Steps in Selling process, Pre- requisite of a Good Sales Personnel.

UNIT II : Management of Sales Force

Recruiting and Selecting Sales Personnel: Developing and Conducting Sales Training Programme, Designing and Administrating Compensation Plans: Supervision of salesman: Motivating Sales Personnel: Sales Meeting and Sales Contest.

UNIT III : Sales Planning & Evaluation

Process of Sales Planning, Designing Territories and Allocating Sales Efforts: Size and Type of Sales Force. Objectives and Quotas for Sales Personnel: Developing and Managing Sales Evaluation Programme.

UNIT IV : Channel Management

Structure and types of Marketing Channels. B2B Marketing. Functions of Intermediaries, Wholesaling, Nature, Important & Classification. Channel Planning: Channel Integration, Intensity of Market Coverage, Selection of Distribution Channels and Channel Associates, Behaviour of Channel Member, Legal issues in Channel Management. Power & Conflicts in Channel Management.

UNIT V : Retail Management

Understanding Shoppers, Delivering Value through Retail Format, Store Layout and Design, Supply Chain Management (SCM), Technology in Retailing and E-retailing, In-store Technologies, Technology-Human Interface. POP Displays & Retail Marketing, Strategic issues and recent trends in retailing.

Outcome:

Business Environment and Domain Knowledge

This course gives an understanding of sales, distribution & retailing in Indian business. The graduates are expected to develop responsiveness towards challenges of increasing competition in the business world by resorting to improved methods of sales & distribution aimed at reducing cost, increasing profits and fulfilling the customers' expectations.

Suggested Readings:

1. Stanton, William J. Management of Sales Force, Chicago, Irwin.
2. Johnson, E M etc. Sales Management: Concept Practices and Cases. New York, John Wiley.
3. Anderson, R. Professional Sales Management: Englewood Cliffs, New Jersey, PHI.

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

DCE 303 B: INTERNATIONAL FINANCE

Objective:

The objective of this paper is to give students an overall give of the International financial system and how multinational corporations operate.

Course Contents:

UNIT I : Introduction

Meaning and Scope of International finance. The Emerging Challenges, Recent Changes in Global Finance Markets. Risk Management and Wealth Maximization. Foreign Exchange Exposure & Risk.

UNIT II : International Monetary System

Introduction, Exchange Rate Regimes, International Monetary Fund (MF), The Problem of Adjustment , The European Monetary System (EMS). Economic and Monetary Union (EMU).

UNIT III : Balance of Payment

Introduction , Accounting , Principles in BOP, Valuation and Timing , Components of BOP, Detail & Surplus in BOP , Exchange Rates , Interest Rates & Inflation Rates .

UNIT IV : Foreign Exchange Market.

Structure , Mechanic of Currency Trading , Types of Transactions and Settlement Data , Exchange Rates , Quotation & Arbitrage , Pricing of short Data Broken Data Contracts Foreign Exchange Market in India .

UNIT V : Short Term & Long Term Borrowing .

Short Term Borrowing : Introduction , Investment Pattern & Cash Management . Long Term Borrowing : Cost & Risk of Long Term Foreign Borrowing . Syndicated Loans, International Bonds, Risk and Return Form Foreign Equity Investment, Project Finance. Leasing, Hire purchase and Factoring.

Outcome:

Global Exposure and Cross Cultural Understanding

This course demonstrates a global outlook with the ability to identify global businesses and cross cultural understanding. It will increase the knowledge of participants' imperative for long term financial decisions corresponding to global operations.

Suggested Readings:

1. Bhalla, V.K., International Financial Management 2nd Ed., New Delhi, Anmol.
2. Shapiro, Alari C. Multinational Financial Management, New Delhi, PHI.
3. Abdullah, F.A. Financial Management for Multinational Firm, Englewood Fliffs, PHI.

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

DCE 303 C: HUMAN RESOURCE DEVELOPMENT

Objective:

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

Course Contents:

UNIT I : Introduction

Fields of HRD – Concept, Goals, HRD department and its functions, HRD Climate and Practices in India. Staffing HRD Function , Developing HR Strategies and their execution in India .

UNIT II : Enriching Employees

Tanning and Development – Needs, designing and administration of training and Development programmes, Training effectiveness and its evaluation method, Importance of feedback to Trainee and Trainer.

Performance Appraisal, Nature and Method of Appraisal, Potential appraisal – Its Utilization an Implementation , Bench making , Career Planning , Job Change , Career management , non trends in career management , Counselling and Mentoring.

UNIT III : HR with Cross Culture

Human and Cultural variables in Global Organization, Cross Cultural differences and management Implication, HRM factor in Global Organization – Leadership, Decision Making, Communication and Negotiation, Selection and Compensation Management. Emerging trends in Global Business and consideration by HR-BPO, Off-shoring.

UNIT IV : Organisation for HRD

HRD System: Design & Administration of HRD Systems: HRD for workers: HRD Intervention HRD Approaches for coping with organizational Changes: Case Studies of HRD in India Organisations.

UNIT V : Human Resource Information System , Auditing & Accounting

HR Information System – Introduction, Job Information and families, Job competency. HR Audit, HR Report and research keeping mode, HR Accounting – Nature and Objective Models of HR Accounting and its prospects, Emerging issues.

Outcome:

Business Environment and Domain Knowledge & Social Responsiveness and Ethics

This course creates an understanding of HR environment in which business operates and how economic, competitive and legislative factors affect staffing requirements. The course promotes understanding of various human and cultural variables in local and global organization. It also helps in developing responsiveness towards contextual social problems, ethical dilemmas by exploring solution to it. This will enable the graduates to adapt methods, techniques and strategies that are used to improve the productivity of human capital. They are expected to learn skills of planning, designing and administering various developmental activities aimed at up scaling the performance of the employees.

Suggested Readings:

1. Rao T.V., “Alternative approaches & Strategies of Human Resources Development”, Jaipur, Rawat.
2. Pareek U., Managing Transitions the HRD Response New Delhi, Tata Mc Graw Hill.
3. Dayal Ishwar, Successful Applications of HRD, New Delhi, New Concepts.
4. Tripathi PC, Personnel Management & IR.

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

GE 304: ENTREPRENEURSHIP

Objective:

The objective of this course is to acquaint the participants with the basic concepts of entrepreneurship and recent trends in start-up revolution in India.

Course Contents:

UNIT I : Introduction

Overview of Entrepreneurship and Qualities of a good Entrepreneur. Managerial Skills required for Entrepreneurship. India's start up revolution-Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, Cases of large and small entrepreneurs of India. Success Stories of regional and local entrepreneurs.

UNIT II: Functional Management

Business Model Designing- Business Plan Designing-Financial Planning-Venture Valuation techniques-Financial management for entrepreneurs-Accounting principles-Management accounting for entrepreneurs. Entrepreneurial positioning, targeting, and segmenting, Prototype Development, Test Marketing & Commercial Launch. Pricing decisions and Sales & Distribution Management, HRM in Entrepreneurship: recruitment, selection, compensation, training and development.

UNIT III: Technology based Entrepreneurship

Technology overview-IPR protection for these technology industries-Patents, trademarks, designs, copyrights, and integrated circuit. Issues in the management of innovation and technology. Success stories of technology and App based entrepreneurs/start-ups in India.

UNIT IV: Non-profit & Social Ventures

Social Entrepreneurship; Addressing persistent social problems-Financing Social ventures, Venture Capital, Corporate Entrepreneurship and Micro Financing. Venture Valuation-Angel funds-Venture Capital-In-house corporate funding mechanism.

UNIT V: Women Entrepreneurship

Women Entrepreneurship in India- Categorisation of Women Entrepreneurs, Reasons for growth of Women Entrepreneurship, Problems faced by Women Entrepreneurs, Steps taken by the Government to develop women Entrepreneurs in India. Success stories of Women Entrepreneurs in India.

Outcome:

Developing Social Responsiveness and Leadership- This course will encourage the youngsters to respond to the requirements of the society and the economy by becoming job providers instead of job seekers. It will give them motivation and confidence to become business leaders.

Suggested Readings:

1. Peter Drucker: Innovation & Entrepreneurship.
2. Rashmi Bansal: Stay Hungry Stay Foolish
3. Shukla M.B: Entrepreneurship and Small Business Management.
4. H. S. Krishna, High-tech Internet Start-ups in India.
5. Susan Coleman & Dafna Kariv: Creating the Social Venture.
6. Priyanka Sharma Gurnani: Women Entrepreneurship: Emerging Dimensions of Entrepreneurship in India.

CC 305: INTERSHIP DISSERTATION & COMPREHENSIVE VIVA VOCE

Objective:

The objective of this course is to give a practical exposure to the participants regarding the functioning of the business organisations by taking up a project during the tenure of the Internship and going through a practical problem of that organisation.

Course Contents:

The participants will be required to undergo a vocational training of 6-8 weeks in any business/commercial organisation of national /international repute. They will be required to have an orientation of the enterprise and/or identify one of the practical problems, study the variables through primary/secondary data, report the research findings & conclusion on the basis of data analysis and give certain suggestions for future.

The Dissertation submitted by the participants will be evaluated by at least one external and one internal examiner as per the rules. The candidate will have to make an oral presentation on his practical work with or without help of PPT and will appear in a Viva-voce conducted in the department/institute or on-line as decided by the university.

Outcome:

Critical Thinking, Business Analysis, Problem Solving and Innovative Solutions

The graduates are expected to develop skills on analysing the business data, application of relevant analysis and problem solving and reporting in functional area of management such as Marketing, Finance or Human Resource Management.

SEMESTER IV

CC 401: STRATEGIC MANAGEMENT

Course Objective:

The objective of this course is to impart an understanding of the comprehensive process of top management of a business enterprise so as to develop the ability to analyse business problems and provide an opportunity to experience the process of decision making.

Course Contents:

UNIT –I Introduction

Business Policy Nature, Importance, Purpose & Objective. Concept of Strategy, Mission Policy, Purpose Objective, Goal & Tactics, Strategic Management an Overview.

UNIT –II Strategy Formulation

Environmental Appraisal: Mega, Micro & Relevant, Organisational Appraisal, SWOT Analysis, ETOP, OCP, & SAP Profiles, Environment Scanning & Sources of Information.

UNIT –III Strategic Alternative & Choice

Various Strategic Alternative, Grand Modernisation, Diversification, Integration, Merger, Takeover, Joint Venture, Turn Around, Divestment & Liquidation, Strategic Choice and Process.

UNIT –IV Strategic Implementation

Issues involved, Project & Procedural Implementation, Resources Allocation, Structural, Functional & Behavioural Implementation.

UNIT –V Strategic Evaluation & Control

An overview, nature and importance of Strategic Evaluation. Participant and Barriers in Strategic Evaluation. Requirements for Effective Evaluation. Operational Control; Premise Control, Implementation Control and Strategic Surveillance, Techniques of Strategic Control.

Outcome:

Domain Knowledge, Global Approach, Social Responsiveness and Ethics

The course gives a picture of how companies determine their long term goals and adapt course of action by appropriately allocating the resources. This will develop responsiveness to contextual social issues, problems and exploring solutions, understanding business ethics. The graduates will be able to analyze the business problems in a comprehensive way and strategize business decisions pertaining to problem across the apex level of management.

Suggested Readings:

1. Kazmi Azhar, Strategic Management, New Delhi, TMH.
2. Drucker P, Changing World of the Executive, New York.
3. Prahalad CK, Competing for Future. Boston, Harvard Business School Press.
4. John A. Pearce, Richard b. Robinson & Amita Mital: Strategic Management.
5. M. A. Carpenter, W. G. Sanders & Prashant Salwan: Strategic Management

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

CP 402: MANAGEMENT INFORMATION SYSTEM

Course Objective:

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

Course Contents:

UNIT I: Introduction to MIS

Management Information system: Definitions: Basic concepts Frameworks- Major Trends in Technology, Applications of Information Technology, System & Design: System Development Initiative Different Methodologies – Life Cycle & prototype approach role of MIS at various managerial levels, viz operational, planning and control.

UNIT II: Structure of MIS.

Systems Approach to MIS. Operating element of a MIS, MIS and Decision making. MIS structure on the basis of Management activity and organisational functions, Synthesis of MIS structure evaluation.

UNIT III: Data Management & Information Handling.

Need of Information: Level of Information , Handling: Characteristics of Information at various control levels , advantage of computerization; Data flow diagram , Data dictionary , Data Base management and Word Processing ; Electronic Spreadsheet and its managerial application .

UNIT IV: Decision Support System (DSS)

Characteristics, Structure and Classes of DSS , DSS as an aid to Decision Making , Support for intelligence , Design and choice , Decision trees , Approaches to development of DSS.

UNIT V: Managerial Application of Computers

Use of Computers in Management functions, viz Finance, Marketing and Operations etc. Computer based Financial System: Financial analysis and Planning, Financial Management Software. Computer based Inventory system: computerized Inventory Management, Inventory system Design. Computer based HRM: System design, Data requirement and use of computers in HRM .

Outcome:

Critical thinking, Business Analysis, Problem Solving and Effective Communication

Understanding the Information systems used at different levels for processing large amount of data will promote problem solving capacity, critical thinking and analytical skills and thereby innovative solutions to the problem of bulk data processing will be generated. The graduates are expected to make the best use of computer technology in handling the information at different levels of management to take decisions. Competency in MIS will help graduates to ensure better communication and connectivity throughout the organization across all levels of management.

Suggested Readings:

1. David Olson : Management Information System
2. Mudrick, Ross : Information Systems for Modern Management
3. Andrew P : Decision Support System Engineering, Sage
4. Hitesh Gupta : Management Information System
5. D. P. Goyal : Management Information System: Managerial Perspectives.

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

DCE 403 A: INTEGRATED MARKETING COMMUNICATIONS

Course Objective:

The aim of the paper is to acquaint the students with concept, techniques and give experience in the application of concept for developing an effective marketing communication strategy and its execution.

Course Contents:

UNIT I : Introduction

Process of Marketing Communication, Enhancing Brand Equity through Integrated Marketing Communication (IMC). Corporate Communication, Communication Mix, Role of Advertising & Promotions in Segmentation, Targeting & Positioning. Stimulating of Primary & Selective Demand, DAGMAR approach.

UNIT II : Advertising as a Communication

Definition, Objectives, Functions and Classification of Advertising. Advertising vs other forms of Mass Communication, Determination of Target Audience: Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal, Layout: Campaign Planning: Copy Testing: Pre Test & Post Test, Ad Effectiveness. Ethics and truth in advertising.

UNIT III : Advertising Media & Ad Agency

General and Special Characteristics of different Advertising Media. Media Planning and Media Strategy, Media Tactics: Media Class, Vehicle, Option and Timing Decision, Media Buying. Traditional vs Modern Media: Online & Mobile Advertising, Social Media for Advertising & Promotion. Function of a modern agency, functions of the advertising department and advertising manager, Advertising Budget-Approaches and Procedures for determining the size of the budgets, characters of items to be charged to advertising.

UNIT IV : Digital & Social Media Marketing

Evolution of Digital Marketing, Digital Marketing Landscape, Search Engine Marketing, Social Media Marketing: Strategy & Customer Engagement, Affiliate Marketing & Strategic Partnerships, E-mail Marketing and Content Strategies. Data Analytics: Web Analytics, Social Listening & Social Media Analytics. Integrating Digital & Social Media Strategies.

UNIT V : Sales Promotion

Consumer Oriented Sales Promotion and Trade Oriented Sales Promotion. Samples, Coupons, Deals, Premiums and other emerging tools of Sales Promotion, Integrating Sales Promotion with Integrative Marketing Communication Strategies. Word of Mouth Influence & Sponsorships, POP Communication & Signage.

Outcome:

Business Environment and Domain Knowledge

The graduates will be able to learn various advertising and promotional tools and their importance in attracting the customers. This will also hone their creativity, analytical and communication skills which they are expected to display in developing and managing effective product promotion with the use of appropriate media.

Suggested Readings:

1. Aaker David a. Advertising Management, 4th Ed. PHI, New Delhi.
2. Ogilvy, David Lgilvy on Advertising London, Lonfman.
3. Sontakki : Advertising Management
4. Mohan M : Advertising Management

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

DCE 403 B: PROJECT APPRAISAL & FINANCE

Course Objective:

The basic purpose of this course is to understand the framework for evaluating Capital expenditure Proposals, their planning & management in the review of the projects undertaken.

Coarse Contents:

UNIT I : Introduction

Generation and Screening of Project Idea; Capital Expenditure; Importance & Difficulties. Project Negotiation.

UNIT II : Project Analysis

Market demand & situational analysis; technical analysis; Managing of project risk; & market risk; social cost benefit analysis.

UNIT III : Project Management

Multiple Projects & constraints; Network Techniques for Project Management: Project Review & Administrative Aspects.

UNIT IV : Project Financing

Overview and structuring of Project Financing. Project Financing in India; Problem of time & cost overrun in public sector enterprises in India.

UNIT V : Project Appraisal

Assessment of tax burden of various projects, making comparative analysis; Environmental appraisal of projects- Financial & Technical Environment.

Outcome:

Critical thinking, Business Analysis, Problem Solving and Innovative Solutions

The participants will acquire skills for setting goals within a realistic budget and time. They are expected to play a lead role in planning, executing, monitoring and controlling the projects by ensuring their completion in a timely fashion and within budget.

Suggested Readings:

1. Chandra, Prasanna, Projects: Preparation, Appraisal , Budgeting & Implementation.
2. Ahuja, G.K & Gupta, Ravi, Systematic Approach to Income Tax Allahabad Bharat Law House.
3. Bhalla V.K. Modern Working Capital Management, New Delhi, Anmol.
4. Bhalla V.K., Financial Management & Policy II Ed. New Delhi Anmol.
5. Dhankar, Raj S. Financial Management of Public Sector Undertaking, New Delhi, West Ville.

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

DCE 403 C: COMPENSATION & BENEFITS MANAGEMENT

Course Objective:

The course is designed to promote understanding of issues related to the compensation or rewarding Human Resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management system, policies and strategies.

Course Contents:

UNIT I: Compensation Theories & Practices

The market forces of Demand and Supply: The concept of demand for and Supply of Labour, Effectiveness of the forces of Demand and Supply, Competitive Imperatives; Perfect and Imperfect competition, Conceptual and Theoretical Understanding of Economic Theory related to the Reward Management: classical, non-classical and modern theory, Demand and supply theory, competitive theory, Productivity, Bench Marking.

UNIT II: Compensation Methods

Determination of Inter and Intra-Industry Compensation Differentials, Internal and External Equity in Compensation systems; Understanding Tools Used in Designing, Improving and Implementing Compensation Packages.

UNIT III: Compensation Packages

Compensation Design for Specific Type of Human Resources like Compensation of Chief Executives Senior Managers, R&D Staff etc. Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans.

UNIT IV: Code on Wage 2019

Preliminary, Minimum Wages, Payment of Wages, Payment of Bonus, Advisory Board, Payment of Dues, Claims & Audit, Inspector cum Facilitator, Offences & Penalties.

UNIT V: Code on Social Security 2020

Preliminary, Social Security Organisations, Employee Provident Fund, Employee State Insurance Corporation, Gratuity, Maternity Benefit, Employee Compensation, Social Security & Cess in Respect of Building & Other Construction Workers, Social Security for Unorganised Workers, Finance & Accounts, Authorities, Assessments, Compliance & Recovery, Offences & Penalties, Employment Information & Monitoring.

Outcome:

Domain Knowledge, Critical Thinking and Problem Solving

This course offers understanding of various external factors affecting the administration of wage and salary. The graduates will be acquainted with appropriate ways to analyze and determine the salary, incentives and benefits that employees receive in the organization. This will improve their critical thinking & problem solving skills. They are expected to design and offer fair and attractive pay packages and benefits to the employees in compliance with relevant legislations and paying capacity of the organization when they find the decisional role in the organisation.

Suggested Readings:

1. Srivastava S.C. Industrial Relations and Labour Laws . New Delhi. Vikas.
2. Malhotra OP The Law of Industrial Disputes. Vol. I & II Bombay.
3. Seth DD, Industrial Disputes Act 1947, Vol. I & II Bombay.
4. The Gazette of India (Extraordinary 8 Aug 2019, 29 Sept 2019)

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

DCE 404 A: INTERNATIONAL MARKETING

Course Objective:

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

Course Contents:

UNIT I: Introduction

International Marketing-Definition, Concept and Setting, Distinctions between international trade, Marketing and Business: Economic Environment of International Marketing, International Institutions-World Bank, IMF, UNCTAD, WTO.

UNIT II: Trade Barriers & Blocks

Fiscal and Non-fiscal Barrier, Non-tariff Barriers, Trading Partners - Bilateral Trade Agreements, Commodity Agreements, Customs union, Common markets, Free Trade Zones, Economic Communities.

UNIT III: Export Management

India and World Trade , Import and Export Policy , Direction and Quantum of India's Exports; Institutional Infrastructure for Exports Promotion , Export Promotion Councils , Public Sector Trading Agencies , ECGC.

UNIT IV: Export Procedures and Documentation

Procedure and Documents – Registration of Exporters, Export Quotations, Production and Clearance of Goods For Exports, Shipping and transportation, Insurance, Negotiation of Documents. Instruments of Payments – Open Account, Bills of Exchange: Letter of Credit Export Finance.

UNIT V : International Marketing Mix

International Marketing Mix- Identification of Markets. Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy.

Outcome:

Business Environment and Domain Knowledge and Global Exposure and Cross Cultural Understanding

This course will improve the awareness on various social, political and economic factors affecting the international business environment. The graduates of this course will be able to learn concepts of marketing in a global perspective which will enable them to identify, explore opportunities in the field. This course demonstrates a global outlook with the ability to identify global businesses and cross cultural understanding.

Suggested Readings:

1. Bhattacharya, Export Marketing: Strategies for Success, Global Business Press, New Delhi.
2. Rathore BS: Export Marketing
3. Varshney & Bhattacharya: International Marketing

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

DCE 404 B: TAXATION

Course Objective:

The objective of the course is to acquaint the participant with the implication of tax structure and corporate profit planning in operational as well as strategic term.

Course Contents:

UNIT I : Income Tax

Basic Concepts of income tax, Filing of returns, Self assessment of Tax, Tax deduction at source, tax rebates and relief, Computation of Tax Liability.

UNIT II : GST

Provisions & Slabs, GST Network, GST Service Providers, GST: Assessment, Audit and Appeals. Electronic Way Bills and GST Return.

UNIT III : Corporate Taxation

Residential Status of a Company. Computation of Income under different heads of income, Set off and carry Forward of losses. Tax Planning and Location of undertaking, Types of activity, Ownership Pattern, Tax planning regarding Dividends Policy, Issue of Bonus Shares, Inter operate Dividends and Translate, Tax Planning Relating to Amalgamation and Merger of Companies.

UNIT IV : Tax Considerations in Respect of specific management decision

Tax considerations in respect of specific managerial decision like make or buy, Own or lease, Close or Continue Sale in Domestic Market or Exports. Replacement and Capital Budgeting decisions etc.

UNIT V : Taxing and Strategic Alliances

Tax Planning in respect of managerial remuneration, Foreign collaboration and joint ventures, implications of avoidance of double Taxation agreements.

Outcome:

Domain Knowledge, Critical thinking, Business Analysis and Problem Solving

This course will improve the awareness of graduates on local and global business environment related to taxation and the associated factors that affect the tax planning decisions. The graduates will elicit knowledge about tax structures and tax planning. It also promotes critical thinking, analytical thinking and problem solving. This can be of great help if they wish to specialize in taxation.

Suggested Readings:

1. Ahuja, GK & Gupta, Ravi Systematic Approach to Income Tax, Allahabad, Bharat Law House..
2. Singhania, VK Direct Taxes: Law and Practices, Delhi, Taxman.
3. Shrinivas, EA, Handbook of Corporate Tax Planning, New Delhi, TMH.

DCE 404 C: ORGANISATIONAL CHANGES AND DEVELOPMENT

Course Objective:

The objective of this paper is to prepare students as organizational change facilitator using knowledge and techniques of behavioural science.

Course Contents:

UNIT I: Introduction

Organization Change- An overview, Approaches to problem Diagnosis, some major technique of Planned Change, Steps in OD, general OD Competencies, OD skills.

UNIT II: O.D. Intervention-I

An overview of OD Intervention, Classification of OD, Team Interventions, Inter-Group and the Party Peace Making Interventions. Training Experiences; Behaviour Modelling and Life.

UNIT III: O.D. Intervention-II

Comprehensive Intervention; Confrontation Meeting, Survey Feedback, Strategic Management Activities and Grid OD, Structure Interventions- Job Design, Job Enrichment, MBO, Quality Circle, QWL, TQM, Parallel Learning Structure.

UNIT IV: Key Consideration & Issue in OD

Issue in Consultant- Client Relationship, Power and Politics in OD, System Ramification Resistance to Change, leadership and Labour Relations.

UNIT V: Research on OD

Assessing effect of OD, Recent Development in research on OD, Future of OD, Condition optimal success of OD.

Outcome:

Domain Knowledge and Social Responsiveness

Gaining understanding of organisational changes will allow the graduates to learn new skills, explore new opportunities and exercise creativity in ways that ultimately benefit the organization. The graduates will elicit knowledge about different types of change and ways to manage that change in the organization. They are expected to develop responsiveness towards the change by exploring the opportunities and strategizing decisions in the favour of organization.

Suggested Readings:

1. French & Bell : Organizational Development, PHI.
2. Bennis WG : Organizational Development
3. Pareek U : Managing Organization Change.

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

GE 405: MANAGING BANKS & FINANCIAL INSTITUTIONS

Course Objective:

The objective of this course is to give an overview of products & services and recent trends in operations & working system of banks and financial institutions.

Course Structure:

Unit I : Introduction

Introduction to Banking and Finance: Banking Regulation Act, Principles of Banking, Financial system and Economic Development, Flow of fund in Indian Economy, Difference between Financial Market and Product Market.

Unit II : Short Term and Long term Financial Market

Financial Markets: An Overview, Call Money Market, Treasury Bills Market, REPO Market, CBLO Market, Commercial Paper Market, Market for Certificate of Deposits, Bankers' Acceptance, Pricing Money Market Instruments, Bond Market, Equity Stock Market and Private Equity Market.

Unit III Functioning of Banks and Financial Institutions

SEBI and its Regulation, Financial Market & Institution, Depository Institution, Know Your Customer (KYC) Norms, Guidelines, Documentation, Verification and Transaction Monitoring. Commercial Banks, Industrial finance & Term Lending, Bank Credit and Mortgages Market. NPA-norms and management; Documentation-types of documents, documentation procedures, stamping of documents.

Unit IV : Technology in Banking

Information Technology in finance and service delivery; Impact of technology on Banks; Protecting the confidentiality and secrecy of customer data; Banking software-ALPM, Total Bank Mechanisation, Core Banking System, Internet Banking, Anywhere Banking, Electronic Funds Transfer, NEFT, RTGS, SWIFT.

Unit V : Investment Services

Mutual Funds: Types and its Performance Measurement, Chit funds Organization, Life, General and Health Insurance. Pension Funds, Factoring and Forfeiting.

Outcome:

Domain Knowledge & Value Addition

This course will improve the awareness of graduates on banking system and working of financial institutions. It will be value addition to their knowledge as this sector is full of employment opportunity for the fresher's. This course will make them industry ready for placement in Banks & Financial Institutions.

Suggested Readings:

1. Practice of Banking Advances by Bedi and Hardikar
2. Law and Practice of Banking by P. N. Varshney and Gopal Swaroop
3. Banking- Theory, Law and Practice by Gordon & Natarajan
4. Banks and Institutional Management by Vasant Desai
5. Fundamentals of Life Insurance by Kaninika Mishra, PHI.
6. Fundamentals of Investments by Vanita Tripathi