

Master of Business Administration (MBA) – I Semester
Scheme of Evaluation w.e.f. Batch Admitted in July 2021

S. No.	Subject Code	Subject Name	Maximum Marks Allotted				Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/ Online)	Mode of Exam.	
			Theory Slot		Practical Slot			L	T	P				
			End Term Evaluation	Continuous Evaluation		Continuous Evaluation								
			End Sem. Exam	Mid Sem. Exam.	Quiz/Assignment /Presentation	Internal		External						
1.	700101	Managerial Functions and Practices	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
2.	700102	Accounting for Managers	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
3.	700103	Operations Management	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
4.	700104	Managerial Economics	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
5.	700105	Organizational Behaviour	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
6.	700106	Transforming Business through Technology	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
7.	700107	Syndicate Personality Development Program (SPDP)*	30	10	10	50	-	100	1	-	1	2	Blended (2/1)	MCQ
8.	700114	Managerial Communication	60	20	20	-	-	100	2	-	1	3	Blended (2/1)	PP
9.	700116	Marketing Management	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
Total			510	170	170	50	-	900	24	-	2	26	-	-
10.	MC0101	Corporate Governance & Ethics (*MAC)	30	10	10	50	-	100	2	-	-	-	Blended (1/1)	MCQ

*L: Lecture T: Theory P: Practical

* Students will be trained on skill sets required for the industry through the concept of SPDP, involving class room sessions, group discussions, mock tests, interviews, etc. designed and executed by academia and industry experts. Evaluation of the students will be on a continuous basis through Quiz/Assignments/Presentations and final marks will be provided by the Department to the Examination cell which will provide the final grades for this course. *MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous

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Master of Business Administration (MBA) – II Semester
Scheme of Evaluation w.e.f. Batch Admitted in July 2021

S. No.	Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
			Theory Slot			Practical Slot			L	T	P			
			End Term Evaluation	Continuous Evaluation		Continuous Evaluation								
			End Sem. Exam	Mid Sem. Exam.	Quiz/Assignment /Presentation	Internal	External							
1.	700201	Managing People and Performance in Organizations	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
2.	700202	Statistics for Managers	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
3.	700203	Business Research Methods	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
4.	700204	International Business Perspectives	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
5.	700213	Financial Management	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
6.	700215	Entrepreneurship & Innovation	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
7.	700216	Legal Aspects of Business	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
8.	700218	Business, Environment and Sustainability	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
Total			480	160	160	-	-	800	24	-	-	24		
9.	MC0201	Digital Business (*MAC)	30	10	10	50	-	100	2	-	-	-	Blended (1/1)	MCQ

*L: Lecture T: Theory P: Practical

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*Minimum 45 Days Internship/Project in any Organization or Industry in summer break just after II semester. Evaluation will be done in III semester by Viva Voice, Presentation with Report Submission or Certification.

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Master of Business Administration (MBA) – III Semester
Scheme of Evaluation w.e.f. Batch Admitted in July 2020

Same is applicable for Batch admitted - 2021

S. No.	Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/ Online)	Mode of Exam.
			Theory Slot			Practical Slot			L	T	P			
			End Term Evaluation	Continuous Evaluation		Continuous Evaluation								
			End Sem. Exam	Mid Sem. Exam.	Quiz/Assignment /Presentation	Internal	External							
1.	700301	Strategic Management	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
2.	MB0...	Specialization Elective-1	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
3.	MB0....	Specialization Elective-2	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
4.	MB0....	Specialization Elective-3	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
5.	MB0....	Specialization Elective-4	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
6.	MB0....	Specialization Elective-5	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
7.	MB0....	Specialization Elective-6	60	20	20	-	-	100	3	-	-	3	Blended (2/1)	PP
8.	700302	Summer Internship/ Minor Project	-	-	-	50	50	100	-	-	3	3	-	-
Total			420	140	140	50	50	800	21	-	3	24		
9.	MC0301	Data Analytics in Business (*MAC)	30	10	10	50	-	100	2	-	-	-	Blended (1/1)	MCQ

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Master of Business Administration (MBA) – IV Semester
Scheme of Evaluation w.e.f. Batch Admitted in July 2020

S. No.	Subject Code	Subject Name	Maximum Marks Allotted				Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/ Online)	Mode of Exam.	
			MOOCs			Practical Slot		L	T	P				
			End Term Evaluation	Continuous Evaluation		Continuous Evaluation								
			End Exam	Mid Sem. Exam.	Assignment	Internal		External						
1.	MB0....	Specialization Elective 7 (Through MOOCs/Online Mode) ⁵	75	-	25	-	-	100	3	-	-	3	Online (0/3) PP/Online	
2.	MB0....	Specialization Elective 8 (Through MOOCs/Online Mode) ⁵	75	-	25	-	-	100	3	-	-	3	Online (0/3) PP/Online	
3.	MB0....	Specialization Elective 9 (Through MOOCs/Online Mode) ⁵	75	-	25	-	-	100	3	-	-	3	Online (0/3) PP/Online	
4.	700401	Internship/ Major Project	-	-	-	200	200	400	-	-	12	12	-	
Total			225	-	75	200	200	700	9	-	12	21	-	

⁵ For MOOCs, students must register on NPTEL/SWYAM or any other online portals available for specialized subjects. In case of non-availability of MOOCs for specialized subjects, faculty will develop their own MOOCs. For each MOOC, faculty will be mentoring.

^{**} Students can get attached with any reputed organization for Major Project or to work upon any real time Business problem. Students can go for internship for full semester or can join company early as intern after placement

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List of Specialization Electives for MBA Program

Elective Groups	
Elective Group 1 (Human Resource Management)	
MB0111: Strategic HRM	MB0115: Managing Change in Organization
MB0112: Talent and Competency Management	MB0116: Leadership & Team Effectiveness
MB0113: Industrial Relations & Labour Laws	MB0117: Emerging Areas in HRM
MB0114: e-HRM	MB0118: International Human Resource Management
Elective Group 2 (Marketing)	
MB0221: Consumer Behavior	MB0225: Product & Brand Management
MB0222: Service Marketing	MB0226: Global Marketing Management
MB0223: Sales & Distribution Management	MB0227: Retail Management
MB0224: Advertising & Promotion Management	MB0228: Digital Marketing
Elective Group 3 (Operations)	
MB0331: Total Quality Management	MB0335: Analytics for Supply Chain Management
MB0332: Project Management	MB0336: Management of Inventory System
MB0333: Production Planning and Control	MB0337: Operations Strategy
MB0334: Services Operation Management	MB0338: Productivity Management
Elective Group 4 (Finance)	
MB0441: Investment & Portfolio Management	MB0445: Financial Institutions & Markets
MB0442: Financial Services	MB0446: Financial Statement Analysis & Reporting
MB0443: Working Capital Management	MB0447: Cost Accounting
MB0444: Corporate Tax Planning & Management	MB0448: Corporate Finance

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Course Outline of Core Subjects

Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700111	Managerial Functions and Practices	60	20	20	-	-	100	3	-	-	3

Course Objectives:

This course is to acquaint the students with the basic nature of management, its process, tasks and responsibilities of a professional manager as well as organizational behavioural dynamics governing an organization.

Unit I

Introduction: Concept, Nature, Process and Significance of Management; Managerial Roles (Mintzberg); An Overview of Functional areas of Management- Marketing, Finance, Production, HRM, IT, Rand D; Development of Management Thought- Classical, Neo -classical, System and Contingency Approaches- An Overview.

Unit II

Planning and Control: Concept, Process and Types; Decision -making concept and process; Bounded rationality; Management by objectives; Corporate Planning- Environment analysis and Diagnosis, Strategy Formulations; Managerial Control- Concept and process; Designing an Effective Control System; Techniques- Traditional and Modern (PERT and CPM).

Unit III

Organizing: Concept, nature, process and significance; Authority and Responsibility relationships- Delegation, Decentralization; Departmentalization basis and formats (Project and Matrix); Formal and Informal Organization; Changing patterns in Organization structures in the Knowledge economy.

Unit IV

Leading People at work- basic concepts; Communication- nature, process, networks Directing: Motivating and barriers; Effective Communication.

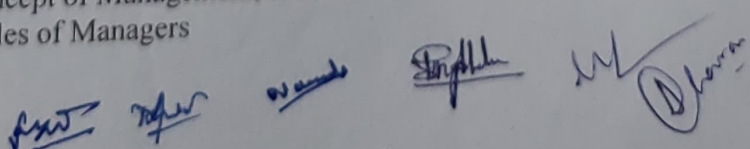
Unit V

International Management Practices: A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organizing, Directing, Staffing and Controlling; Recent developments in the field of Management in a global perspective.

Course Outcomes:

After completion of course, students will learn

1. Various concept of Management, function and practices
2. Various Roles of Managers



3. About integrating management practices in work environment.
4. Enhance decision making skills
5. To work with teams.

Suggested Text & Reference Books:

1. L.M.Prasad, (2010), Principles and Practice of Management, 7th edition, Sultan and Chand.
2. UdaiPareek, SushamaKhanna, (2012), Organization Behavior, 3rd edition, Oxford Publishing
3. Richard L. Daft, (2013), Understanding the Theory and Design of Organizations, 11th edition, Cengage Learning

Prasad Udai Pareek Sushama Khanna Richard L. Daft Udai Pareek Sushama Khanna

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 Jiwaji University, Gwalior, MP)

Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700112	Accounting for Managers	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The aim of the course is to give students an understanding of the accounting techniques which managers use when making internal decisions and understand how this contrasts with external decision-making. This Course will also help the student with the basic concepts, standards and practices of financial and Management Accounting, as well as to describe how to maintain accounting books and Statements for decision making process. Another objective of this course is to discuss how to analyze the various financial statements of a company to estimate Cash flows and different ratios.

Unit I

An introduction; Meaning of financial Accounting; Accounting as an Information System; Importance, Scope and limitations of financial accounting. Accounting Concepts and Principles; Accounting Equation, Capital and Revenue items; Generally Accepted Accounting Principles, Accounting Standards, and International Financial Reporting Standards (IFRS)

Unit II

Recording of Transactions in Primary Books, Special Purpose Subsidiary Books; Cash Book; General Journals; Posting to Ledger Accounts, Preparation of Trial Balance.

Unit III

Preparation and Analysis of Financial Statements (Trading, Profit & Loss Account and Balance Sheet) with Adjustments (numerical)

Unit IV

Relationship analysis between balance sheet and income statement, Analysis and interpretation of cash flow statement as per AS-3 (Revised) and Ratio Analysis including Interpretation.

Unit V

Basic concepts of budgeting: Preparation of Functional Budgets, and Master Budget; and Flexible Budgets; Responsibility Accounting and Divisional Performance.

Course Outcomes:

After completion of this course, a student will be able to:

1. provide a basic coverage of accounting concepts, techniques of Double entry system of Book-keeping and Financial Accounting.
2. understand the various sources of accounting information.
3. understand external and internal users of accounting and financial information.
4. Understand and analyze different components of final accounts.

Suggested Text & Reference Books:

1. Porwal, L.S., "Accounting theory and practices" 9th edition, Tata McGraw Hill publication.
2. Rajasekaran, V. and Lalitha R. "Financial Accounting" Pearson publication.
3. Hanif and Mukherjee, "Financial and management accounting", 6th edition, Tata McGraw Hill publication.
4. Manuals of Institute of Chartered accountants of India (ICAI), New Delhi
5. Pandey, I.M., "Financial Management", Vikas publishing house Pvt. Ltd.

Dr. S. S. Nandan *Singh* *Dr. S. S. Nandan*

Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700113	Operations Management	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The course is oriented to familiarize the students with fundamentals of Operations Management, and tools and techniques used in taking decisions in operating and controlling the production and service industries. Further, the aim of this course is to develop understanding of the strategic and functional issues in the operational environment of any organization, of the various decisions involving the operational activities, and of the methods which enable taking the best possible alternative decision.

Unit I

Introduction of Operations Function and Operations Management; Scope and Importance of OM; Productivity, Efficiency and Effectiveness; Input/output transformation; Importance of OM, Functions and decisions of Operations Manager, Operations as Competitive Advantage, History of OM

Unit II

Planning and Designing the Products/Services: Services v/s manufacturing, Products v/s Services, PLC; Process Design and Planning; Facility Planning: Designing the Facility Location and Layout; Types of Layout

Unit III

Forecasting and its types, Forecasting time horizons, Methods of Forecasting: Qualitative and Quantitative; Inventory Management: Types of inventories and demands, Inventory costs, Inventory Systems, ABC Classification, EOQ, Production Quantity Model; Material requirement planning: Material handling, Material Management

Unit IV

Production Planning and Control: Introduction, meaning, importance, objectives; Capacity Planning; Supply Chain Management: Introduction and concepts; Project Management: Introduction and concepts; Quality Control

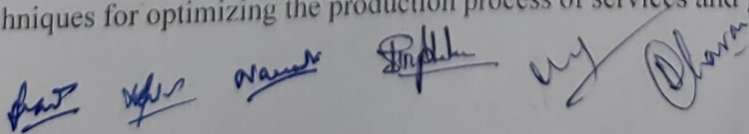
Unit V

Maintenance Management, Waste Management; Measuring and Improving the Operations Processes; Green operations management.

Course Outcomes:

Students are expected to:

1. learn the role and relevance of OM in organizations and society
2. use techniques for optimizing the production process of services and goods



3. understand the various concepts of OM and their practical applications
4. describe the boundaries of an operations system, and recognize its interfaces with other functional areas within the organization and with its external environment.

Suggested Text & Reference Books:

1. Russell and Taylor (2009), Operations Management along the Supply Chain, Wiley
2. S. Anil Kumar and N. Suresh (2008), Production & Operations Management, New Age International Publication.
3. Bhat, S. (2011), Production & Operations Management, Himalaya Publishing House
4. Chase, Jacob, Aquilano, Agarwal (2008), Operations Management for Competitive Advantage, Tata McGraw-Hill Evans & Collier (2007), Operations Management: An Integrated Goods and Service Approach, Cengage
5. Heizer, Render, Jagadeesh (2009), Operations Management, Pearson Education, India
6. Porter, A. (2011), Operations Management, Ventus Publishing
7. Klassen & Manor (2007), Cases in Operations Management, Sage Publishers
8. Krajewski, Ritzman, Malhotra (2007), Operations Management: Processes and Value Chains, Prentice-Hall
9. Mahadevan (2007), Operations Management: Theory and Practice, Pearson Education, India
10. Shroeder (2009), Operations Management: Contemporary Concepts and Cases, Tata McGraw-Hill

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		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700114	Managerial Economics	60	20	20	-	-	100	3	-	-	3

Course Objectives:

To teach and develop skills in applying economic ideas to take decisions through strategies regarding Market Conditions, Pricing, and facing competition. Thus, forming the foundation for specializing in Marketing, Financial Markets, Inventory Management, Optimization in human resources.

Unit I

Fundamental of Economics and Theories of Firm, Basic Concepts of Economics - Economics as decision making tools; Goals of the firm and Alternate Theories of Firm.

Unit II

Demand Analysis Force of Demand – Types of Demand - Demand Function - Force of Supply – Supply Function – Demand and Supply Equilibrium, Demand Elasticity Measurements: Price Elasticity – Income Elasticity – Cross-elasticity – Advertising Elasticity – Supply Elasticity. Demand Estimation and Forecasting: Survey / qualitative and Statistical / quantitative Methods.

Unit III

Cost and Revenue Analysis Types of Costs – Short run and Long run cost and output relationship– Economies of Scale and Competitive Strategy – Economies of Scope – Sources of Economies of Scale and Scope – Estimation of Cost function – Revenue and Break-Even Analysis

Unit IV

Production Analysis: Factors of production or inputs – Production Function – Types: Returns to an Input – Isoquants and Iso-costs - Returns to Scale – Estimation of Production function.

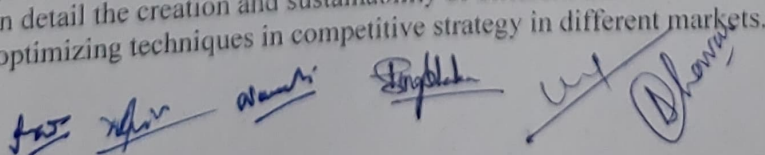
Unit V

Competing Within Market & Pricing Strategy Perfect Competition – Monopoly - Oligopoly - Game Theory and Competitive Strategy - Regulation, Public Goods, and Benefit-Cost Analysis, Pricing Strategy :Pricing Practices and Strategies - Advanced Topics in Pricing Theory: peak-Load pricing, Pricing over Life cycle of Product, Public Utility Rate Regulation Multiproduct pricing, Transfer pricing - General considerations in Pricing and Price Forecasting.

Course Outcomes:

After completing the course, a student will be able to

1. Understand the economic basis for business characteristics and market imperfections.
2. Differentiate between consumer behaviour and market behaviour.
3. Distinguish the importance of costing, pricing and its relation with demand and supply.
4. Learn in detail the creation and sustainability of different markets.
5. Apply optimizing techniques in competitive strategy in different markets.



Suggested Text & Reference Books:

1. William J. Baumol, Alan S. Blinder, (2016), Micro Economics – Principles and policy, 13th edition, CengageLearnings.
2. Koutsoyiannis, (2010), Modern Micro Economics, International edition, Macmillan Publication.
3. Besanko. D et al, (2013), Economics of Strategy, 6th edition, Wiley India Edition.

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700115	Organizational Behaviour	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The objective of this course is to provide students with a better understanding of behavioural processes of individuals and groups in organizations enabling them to function more effectively in their roles as managers personally and with others. Specific learning objectives for this course are as follows:

1. To provide a basic knowledge of important theories relating to organizational behavior;
2. To develop skills to deeply analyze human behavior and apply the learning to organizational context.
3. To understand the group dynamics and Leadership in the Organization
4. To develop an understanding of the structure and design of organizations and their role in organizational effectiveness
5. To develop an understanding of the dynamics of change in organizations

Unit I

Definition, Nature, Disciplines Contributing to OB, Evolution of OB, Assumptions, Scope and Importance of OB, Elements of OB, Models of OB, Limitations of OB.

Unit II

Personality, the Myers-Briggs type indicator, and the Big Five Personality Model, **Learning:** Types of learners, learning process, learning theories, **Perception, Attitude, Emotions, Values, and Emotional Intelligence. Perceptions, Motivation**, Motivation: from concepts to applications.

Unit III

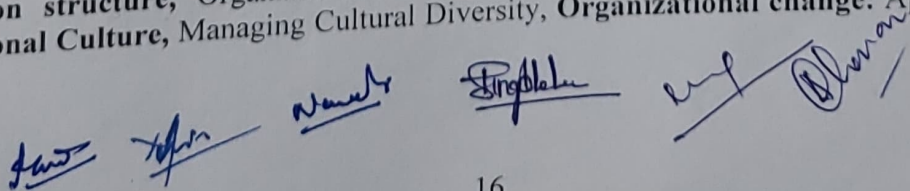
Group Dynamics: Stages of group development: The Five-stage model, Group Decision Making and techniques, Emergence of informal leaders and working norms. **Team building:** Importance of Teams, Difference between teams and groups, Types of teams, creating effective team, turning individual in team player. **Communication:** Functions and process, Direction of communication, Interpersonal communication, Organizational communication, Control, Johari window and Transactional analysis.

Unit IV

Leadership: Leadership styles and Theories, Leaders v/s Managers, Mentoring, **Power and Politics, Conflicts:** Definition and Meaning, Sources of Conflict, The conflict process, Types of conflict, Conflict Management Approaches, **Negotiations.**

Unit V

Organization structure, Organizational design and employee behaviour, new design options, **Organizational Culture**, Managing Cultural Diversity, **Organizational change:** Approaches, creating



a culture of change, **Work stress and its management.** Organizational development: Characteristics, Objectives, Organizational effectiveness.

Course Outcomes:

1. To use major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior in an Organizational setting.
2. To understand the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
3. To analyze the role of individuals, groups, managers and leaders in influencing how people behave in organizational culture at large.
4. To evaluate and formulate approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
5. To elaborate the challenges in shaping organizational behavior, organizational culture and organizational change.

Suggested Text and Reference Books:

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson & Quick
3. Organizational Behaviour, Fred Luthans
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, K Ashwathappa
6. Organizational Behaviour, M N Mishra
7. Understanding OB, Uday Pareek

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		Theory			Project/Internship/Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/Assignment	Internal	External					
700116	Marketing Management	60	20	20	-	-	100	3	-	-	3

Course Objectives:

Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their written exams, case studies discussions, presentations and projects.

Unit I

Understanding Marketing Management: Introduction to Marketing: Nature and Scope of Marketing. Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing, Emerging Trends in Marketing. The marketing process: Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control

Unit II

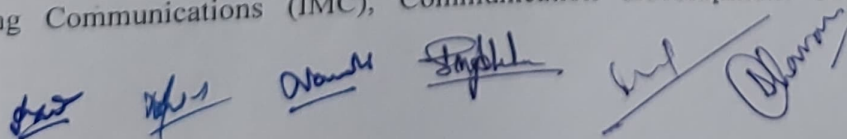
Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P). Product Management: Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC)

Unit III

Product Management-Brand and Branding Strategy: Introduction, Brand and Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes.

Unit IV

Promotion Management-Managing Non-Personal Communication Channels: Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation



Decisions in Marketing Communications, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity

Unit V

Personal Communication Channels: Introduction, Personal Selling, Sales Management Basics, HR Practices in Sales Management, Evaluation of Training, Personal Selling Process, Direct Marketing, Channels of distribution – concept and importance; Role of Channel intermediaries and their functions;

Course Outcomes:

After completing the course, a student will be able to

1. Understanding the nature and scope of marketing.
2. Develop an understanding of various marketing philosophies
3. Understanding segmentation, targeting and positioning.
4. Construct sales plan and professional interactive Presentation.
5. Understand the dynamics of marketing in business.

Suggested Text and Reference Books:

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 14th Edition)
2. Station William J- Fundamentals of Marketing (MC Graw Hill)
3. Kotler, Philip and ArmstrongGraw - Principles of Marketing (Pearson Education, 11th Edition)
4. Kotler Philip Keller Kevind Lane, KoshyAbraham and JhaMithileshwar - Marketing Management: A South Asian Perspective (Pearson Education 12th Edition)
5. McCarthy and Perreault - Basic Marketing: A Global Marketing Approach (Tata McGraw Hill, 15th)
6. Kurtz and Boone - Principles of Marketing (Thomson India Edition, 2007)

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700117	Managerial Communication	60	20	20	-	-	100	2	-	1	3

Course Objectives:

It has objective to introduce key concepts of communication theory, improving verbal and non-verbal communication and to develop student's skills in applying these concepts to realistic situations in a different workplace environment.

Unit I

Concepts of Communications: Definition, Objectives of Communication, Characteristics of Communication, Process of Communication, Forms of communication, Roles of a Manager, Communication Roadblocks and Overcoming them, Overcoming Communication Barriers, Effectiveness in Managerial Communication

Unit II

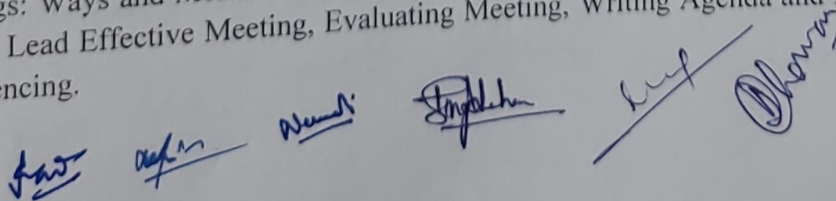
Role of Verbal & Non-verbal Symbols in communication: Forms of Nonverbal Communication, Interpreting Non-verbal messages, Tips for effective use of non-verbal Communication. Listening: Definition, Anatomy of poor Listening, Features of a good Listener, Types of Listening skills, strategies, Barriers to effective Listening.

Unit III

Oral Presentation: Planning presentation, delivering presentation, Developing & displaying visual aids, Handling questions from the audience, Telephone, Teleconferencing, Challenges and etiquette, Principles of successful oral communication, Barriers to communication, Conversation control – Reflection and Empathy: two sides of effective oral communication.

Unit IV

Group Discussion & Interviews: Role Functions in Group Discussions, From of Group, Characteristics of Effective Groups, Group Decision Making, Group Conflict, Fundamental principles of Interviewing, Types of Interviewing Questions, Types of Interviews, Style of Interviewing. Mock Interviews, Dressing and Grooming, Norms of Business Dressing. Meetings: Ways and Means of conducting meeting effectively, planning a Meeting, Meeting Process, How to Lead Effective Meeting, Evaluating Meeting, Writing Agenda and Minutes of meetings, Web Conferencing.



Unit V

Business Communication, Basic Principles, Tips for effective writing, The Seven Cs of Letter writing, Planning steps for effective writing, Writing Business Reports (Short & Long), Kinds of Business Letters, inquiries, orders & replying to them, sales letters, Job application Letters, Writing Effective Memos, Format and Principles of writing Memos. Identifying potential career opportunities, Preparing Resumes, Composing Application Messages

Writing E-mail, Business Reports, Business Proposals: Effective E-mail, E-mail Etiquettes, Writing Business Reports and Proposals, Purpose of Business Reports, Parts of Report, Format of Business Proposals, Practice for Writing Business Reports.

Course Outcomes:

Student will learn how to:

1. Write clearly and effectively Memoranda, Formal Letters, E-Mails, Short Reports and Long Report Executive Summaries
2. Speak clearly and effectively using Formal Presentations and Group Discussions
3. Technology enable communication

Suggested Text and Reference Books:

1. Essentials of Business Communication, Mary Ellen Guffey, South-Western Educational
2. Business Communication Asha Kaul Prentice Hall of India
3. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
4. Rajendra Pal - Business Communication (Sultanchand & Sons Publication)
5. P.D., Chaturvedi - Business Communication (Pearson Education, 1st Edition 2006).
6. Communication for Business (Pearson Education, 4th Edition)

Lab/Practical Work

700117: Managerial Communication

Tentative activities* of Lab/Practical Work in Managerial Communication:

1. Email writing, writing Business letters, preparing reports and minutes of the meeting
2. CV and Cover letter writing,
3. Facing Interviews
4. Presentation Skills
5. Effective oral communication/ Public speaking skills
6. Role Play
7. Personal branding, story telling

*These activities are tentative and can be modified as per the industrial requirements in the same domain.

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700118	Transforming Business through Technology	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The objectives of this course are:

1. To learn basic concepts of Information Technology, its support and role in Management, for managers and to recognize security aspects of IT in business, highlighting electronic transactions, advanced security features
2. To understand managerial decision-making and to develop perceptive of major functional area of MIS
3. To provides understanding about emerging MIS technologies and trends in enterprise applications.
4. To learn and understand relationship between database management and data warehouse approaches, the requirements and applications of data warehouse AI, ML, IoT concepts and other new current Technology Trends in Business Management

Unit I

Information Technology: Concept of Data, Information and Knowledge, Introduction to Information Systems and its major components: Types and Levels of Information systems like: Transaction Processing System (TPS), Management Information System (MIS), Decision Support Systems (DSS).

Unit II

Introduction to DBMS - Overview of DBMS; Components of DBMS. Characteristics, Objectives, Advantage & limitations, entity, attribute, schema, subschema, RDBMS, Introduction to MS Access, Creation of Table, adding data in table, querying data in table, querying criteria, action queries, create queries, parameter queries, Applications to data base -concepts, data access methods; Types of data and data mining.

Unit III

Office Automation System(OAS): Overview, Definition, Characteristics and Subsystems of MIS (Activity and Functional subsystems), Structure of MIS, Reasons for failure of MIS, Understanding Major Functional Systems: Marketing & Sales Systems, Finance & Accounting Systems, Manufacturing & Production Systems, Inventory Systems. Human Resource Information System: -Use of various HR application – 360, Degree Feedback, Applicant Tracking, Attendance Tracking, Marketing Information System: - Brand Management, Campaign Management, Email Marketing, Mailroom Management, Contact Management, Software's – Quick Base, HRIS.

Unit IV

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Accounting Information System: - Introduction to Accounting Packages: Preparation of vouchers, invoice and salary statements; maintenance of inventory records; maintenance of Accounting books and final accounts; financial reports generation. Software -Wave Accounting Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, the Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web.

Unit V

Software: Introduction; Types of software with examples Operating systems: Introduction to operating system, Functions of operating system, Classification of operating System Computer Networks: Computer and communication networks, Evolution of computer networks, LAN, MAN, WAN, Network topologies, Modes of Data communication.

Course Outcomes:

The learning outcomes of this course are:

1. Identify the current software programs available to assist managers in accomplishing their jobs and develop basic understanding of technology in order to make use of them in business.
2. Explain how to make a professional looking and effective presence on the Internet.
3. Develop reports to assist managers in recognizing problems and opportunities through Automation.
4. Explain fundamental concepts of data communications, computer networking, and the related hardware and demonstrate technical knowledge of computer networks and various information systems

Suggested Text & Reference Books:

1. Fundamentals of Information Technology, Alexis Leon, & Mathews Leon - Vikas.
2. Basics of Computer Sciences, Behrouz Forouzan, Firoz Mosharraf, Cengage.
3. Information Technology for Management, Ramesh Behi, McGraw Hill.
4. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill.
5. V.Rajaraman, Introduction to Information Technology, Prentice Hall India.
6. Bharihoke, D. (2009). Fundamentals of Information Technology. New Delhi: Excel Books.
7. Norton, P. (2006). Introduction to Computers. New Delhi: Tata McGraw Hill Publications.
8. Ritendra Goel & D.N. Kakkar (2004). Computer Applications in Management New Delhi: New Age International (P) Ltd

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Annexure- 4

COURSE OUTLINE OF MANDATORY AUDIT COURSES (MAC)

Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
	Theory			Project/Internship/Presentation/Self Learning			L	T	P	
	End Sem	Mid Sem	Quiz/Assignment	Internal	External					
01 Corporate Governance & Ethics (MAC)*	-	-	50	50 (PPT, Case study/Project)	-	100	2	-	-	-

MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment and on recommendation of the Department with final grades/marks, the Examination cell will issue a certificate for this course.

Course Objectives:

Today's hyper competitive business environment creates tremendous pressure on managers to improve performance of their organizations. Many times, such pressures result in managers engaging in unethical practices. Hence, ethics and corporate governance has come to occupy an important place in management theory and practices. Corporate governance is the way a corporation polices itself. In short, it is a method of governing the company like a sovereign state, instating its own customs, policies and laws to its employees from the highest to the lowest levels. Corporate governance is intended to increase the accountability of your company and to avoid massive disasters before they occur. The course is aimed at providing fundamental knowledge and concepts relating to business ethics and corporate governance.

Unit I

Evolution of Corporate Governance - Meaning of Corporate Governance; Corporate Governance Elements; Obligations to stakeholders; Principles of corporate governance; History of Corporate Governance; Theory of the firm;

Corporate Governance Models: The Anglo-Saxon Model- Regulatory framework on corporate governance in India; The Japanese Model of Corporate Governance, Key Players in the Japanese Model; German model of corporate governance.

Unit II

Business Ethics & Corporate Governance: What is Business Ethics; Roots of Unethical Behaviour; Business Ethics and Social Responsibility; The Role Of Ethics in Business; Ethical Theories; Ethical Issues, Making Decisions About Ethical Issues; improving Ethical Behaviour in Business; The Nature of Social Responsibility; Social Responsibility Issues; How Corporate Observe Ethics In their Organizations; Corporate Governance Ethics; Characteristics of an Ethical Organization;

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Unit III

Board of Directors: Corporate Management Structure; Kinds of Directors; Directors Appointment; Effectiveness of the Board of Directors; Duties and Responsibilities of Directors; Qualification and Disqualification of Directors; Liabilities of Directors; Role of Directors; **Rights & Privileges of Shareholders:** Recommendations relating to shareholders; Responsibilities of Shareholders; Guidelines for Investors/Shareholder; Trading of Securities;

Unit IV

Role of Government in Corporate Governance; Government Interference in Market Economies; Different Roles of Government in the Economy; Forms of Government Regulation; The Scope of Government's Relations with Business

Course Outcomes:

After completing the course,

1. Students will be able to understand the business ethics.
2. The student will be able to analyze corporate social responsibility.
3. The student will be able to analyze various ethical codes in corporate governance
4. Student will be able to analyze the Employees conditions and Business Ethics

Suggested Text & Reference Books:

1. Horngreen CT: Introduction to Management Accounting, Prentice Hall of India, New Delhi.
2. Lal Jawahar: Management Accounting, Tata McGraw Hill New Delhi.
3. Maheswary S N, Management accounting and Financial Control; Sultan Chand & Sons New Delhi.
4. Shasi K Gupta and R K Sharma, Management accounting, Kalyani Publishers.

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ANNEXURE-IV

Syllabi & Course Outline of Core Subjects & MAC

Semester II

Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700211	Managing People and Performance in Organizations	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The objectives of the course are:

1. To teach the basic principles of human resource management— how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition
2. To providing a basic legal and conceptual framework for managers.
3. To introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people.
4. To teach the wide range of other people related duties of a manager in today's increasingly complex workplace.

Unit I

Introduction to HRM: Definition, nature, features, characteristics, functions, objectives Importance, & scope of HRM; Evolution of HRM, Role & skills of HR Manager, Important Trends in HR Management.

Unit II

HR Planning, Recruitment and Selection: HR Planning, Job Analysis-Job description and job specification, Job Design, Recruitment & Selection process, Sources of Recruitment, Importance of careful selection, Types of Tests for selection, Interview- Methods of Selection, Placement & Induction.

Unit III

1 | Page

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Performance Management System: Introduction, Identification of issues in performance appraisal, Uses of Performance Appraisal, Techniques of Performance Appraisal, Performance Management & Potential Appraisal, Training and Development Objectives, Concepts and Needs, Training methods, Management development program.

Unit IV

Wage and Salary Administration: Job Evaluation: meaning and methods, Money & motivation, Individual & group incentives, Employee benefits: leaves, insurance, retirement, flexible benefits, Pay for performance

Unit V

Employee retentions, Employee engagement, Career planning & management, Succession Planning, Promotions, Transfer, Separation, VRS, International HRM, Introduction of Industrial Relations & Human Relation, Green HRM, HR Audit & HR Records.

Course Outcomes:

After completing the course, a student will be able to:

- CO1: Learn the way in which organizations manage their people.
- CO2: Develop ways in which people might diagnose a business strategy.
- CO3: Evaluate the developing role of human resources in the global arena
- CO4: Understand the key concepts and issues in managing organizational change and development.
- CO5: Learn the way in which organizations manage their people.
- CO6: Learn the to assess the various parameter of performance.

Suggested Text & Reference Books:

1. Human Resource Management by Dessler, Gary, Publisher: Pearson Education Asia, New Delhi.
2. Human Resource Management by Aswthappa, Publisher: TMH, New Delhi
3. Human Resource Management-Text & Cases, by Rao, V.S.P, Publisher: Excel Books, New Delhi.
4. Managing Human Resources by Ramaswamy, E., Publisher: Oxford University Press, New Delhi

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700212	Statistics for Managers	60	20	20	-	-	100	3	-	-	3

Course Objectives:

1. This Course is designed to develop an understanding basic concepts and working knowledge of statistical methods, procedures and data analysis. It is also intended to provide a background capacity in statistical description and analysis, appropriate for a business student.
2. The focus of the course is on the practical use of data in a business/economic decision environment, especially in an environment of risk and uncertainty.
3. The course will help student to make informed decisions on the basis of observations and given data set.

Unit I

Basic concepts of Statistics

Definitions of statistics; Need for Quantitative Analysis, Uses and importance of Statistics. Functions of statistics, Importance of Statistics in Business, Importance of Statistics in state and administration; Types of statistical Units; Distrusts of statistics. Collection and Organisation of statistical Data: Collection of primary data, Merit of primary data, demerit of primary data, Secondary Data; Distinction between Primary data and secondary data; Collection of secondary data; Population and sample; Finite and infinite Population; methods of sampling.

Unit II

Measures of Central Tendency

Introduction ; Definition of Central Tendency ;Arithmetic Mean (A.M.)for ungrouped data ;Combined Mean of two groups ;Weighted A.M.; Arithmetic Mean for Continuous Series or grouped data ;Short cut method of finding Arithmetic Mean; Geometric Mean; Harmonic Mean MEDIAN (General Introduction);Median for grouped data ;Quartiles ,Deciles ,Percentiles for grouped and ungrouped data. MODE; Definition of mode; Mode for Ungrouped data; Mode by Grouping Method; Determination of Mode in continuous series; Empirical relation among Mean, Median and Mode.

Unit III

Measures of Variability

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Dr. J. S. Dandekar

Introduction and definition of dispersion; Importance and Characteristics of dispersion; Merit and Demerit of measures of dispersion; Different measures of dispersion; Range, Coefficient of range; Quartile Deviation; Mean deviation; Standard Deviation; Co-efficient of Variation, Lorenz curve; Relation between measures of Dispersion.

Unit IV

Index Numbers

Meaning and Uses of index number, Methods of constructing index numbers; Types of index numbers, Simple, Aggregative method, Weighted aggregative methods, Fisher's ideal method, Laspeyre's Price index Numbers, Passsche's Price index Number,

Unit V

Correlation and Regression Analysis

Introduction; Definition of correlation; Importance of Correlation; Kinds of correlation Methods of computing Co-efficient of correlation method by Karl Pearson's, Spearman's and Concurrent deviation, Probable error, Regression; Regression equations, difference between correlation and regression.

Course Outcomes:

CO1: Identify the source of a quantifiable problem, recognize the issues involved and produce an appropriate action plan.

CO2: Describe types of data, variables, analyze, interpret and summarize the data in a useful and informative manner.

CO3: Demonstrate an ability to select and calculate an appropriate measure of central tendency for a given data set.

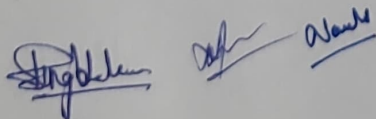
CO4: Employ appropriate mathematical tools to solve problems and carry out a simple sample survey, analyze the results and present the findings to the class.

CO5: Translate a problem into a simple mathematical model to allow easier understanding and to aid problem solving.

CO6: Extrapolate from data the important trends in order to forecast as accurately as possible and calculate and interpret numerous statistical values and appreciate their value to the business manager.

Suggested Text Books & Reference Books:

1. Levin and Rubin, Statistics for Management, Pearson Publication
2. Ken Black, Fundamentals of Statistics, Wiley India Publications
3. S.P.Gupta, Fundamentals of Statistics, Sultan Chand Publication
4. Anand Sharma, Statistics for Management, Himalaya Publication.



Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			T	I	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700213	Financial Management	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The course objectives of this course are:

1. The objective of this course is to provide insight about the functioning of a finance manager regarding various aspect of financial management.
2. To achieve knowledge regarding the various tools and techniques used in evaluating project related alternatives.
3. This course will help in learning of strategies and cost associated with the financing of fund from the various sources.
4. This will enable the students to learn how to keep pace with changing environment regarding the finance by utilizing the knowledge.

Unit I

Nature of Financial Management: Finance and related disciplines; Function of Finance manager; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of Financial management: Objectives of Financial Management; Organization of finance function.

Unit II

Concept of Time Value of Money, present value, future value and Importance of Time value of Money Concept in Decision-making Process. Leverage; Meaning, types and computation leverages.

Unit III

Capital Structure: Meaning, optimum capital structure, Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach;

Unit IV

Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - pay-back period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Net Terminal Value, Profitably Index Method.

Unit V

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Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital

Project

Students will be given project which will be related to long term decision making on the basis of capital budgeting techniques. Students will be used Payback period method, IP, NPV and IRR method for this. Students will use minimum three years' data for that including presentations.

Course Outcomes:

On completion of the paper, students are expected to:

CO1: Demonstrate an understanding of the overall role and importance of the finance function and basic finance management knowledge.

CO2: Understanding the basic of finance concepts like time value of money, return, and risk as the building blocks of finance theory and Identifying the financial viability of a capital budgeting exercise in various situations & its application in decision making.

CO3: Students will be to understand the role and function of finance managers and apply the fundamental concepts and tools of finance in investment decisions.

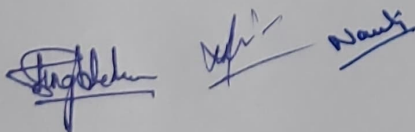
CO4: Students will be able to identify various costs associated with financing and calculate the cost of capital using different methods.

CO5: Students will be able to make decision regarding the capital structure.

CO6: Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances and Integrate the financial concepts to calculate the cost of capital.

Suggested Text & Reference Books:

1. Financial Management, I. M. Pandey, Vikas Publishing House Pvt. Ltd.
2. Financial Management, P. Chandra, Tata McGraw-Hill Publishing Company Limited
3. Corporate Accounting, V. Rajasekaran & R. Lalitha (Pearson)
4. Financial Management: Text & Problems; Khan M.Y. Jain and Jain, P.K., Tata McGraw-Hill Publishing Company Limited
5. Financial Management; Kishore Ravi M., Taxmann Publication



Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700214	Business Research Methods	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The objectives of this course are:

1. To develop an understanding and working knowledge of research methodology required to conduct research.
2. To understand the research tools and techniques for executing a business project and decision making.
3. To conduct research in a business/economic decision environment, especially in an environment of risk and uncertainty.
4. To design and execute a basic survey research project with the help of research methodology and methods and to develop the research report after conducting the research effectively.
5. To develop the research report after conducting the research effectively.

Unit I

Introduction to Business Research; Background to research: Developing a research proposal: significance and types of research; An introduction to Research Methodology; Research method vs methodology. Business research process design

Unit II

Research Design and Sampling; Literature review: Identifying, accessing and managing sources of information and scholarly literature, Steps in literature review development; Measurement and scaling techniques, questionnaire design, sampling and sampling distributions.

Unit III

Data Collection & Fieldwork: Types of data: Data collection methods: Primary and secondary sources; Data collection instruments: questionnaires, interviews, survey and observations, experimentation, fieldwork, data preparation, data cleaning Data entry and screening;

Unit IV

Data Analysis and Presentation: Parametric & Non-parametric tests; Types of variables. Statistical inference: hypothesis testing for single population, hypothesis testing for two populations, hypothesis testing for categorical data (chi-square test), Reliability, validity.

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Correlation and simple linear regression analysis, Multivariate analyses (Multiple regression analysis, discriminant analysis, conjoint analysis, factor analysis, etc.)

Unit V

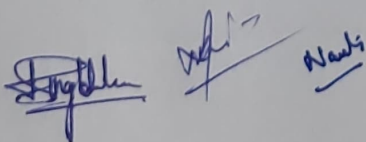
Result Presentation: Report writing, Content and Format of the Business Research Report, Practical considerations: Timelines, budgets, supervision and management. Business Research Report: Common problems encountered when preparing the report and Presentation of results.

Course Outcomes:

- CO1: Identify the source of a quantifiable problem.
- CO2: Understand the issues involved and produce an appropriate action plan.
- CO3: Apply various research analysis techniques to solve the organizational problems
- CO4: Analyse, interpret and summarize the data in a useful and informative manner.
- CO5: Evaluate a simple sample survey, analyse the results and present the findings.
- CO6: Develop an ability to select and calculate an appropriate measure of central tendency for a given data set.

Suggested Text & Reference Books:

1. C. R. Kothari (2004), Research Methodology: Methods & Techniques, New Age International Publishers
2. Bajpai, N. (2011), Business research methods, 2nd edition, Pearson education
3. Cooper, D. R., Schindler, P. S., & Sharma, J. K., Business research methods, 12ed., Tata McGraw Hill Education.
4. Hair Jr., J. F., Celsi, M. W., Money, A. H., Samouel, P., & Page, M. J., Essentials of Business research methods, 2nd ed., Routledge, Taylor & Francis Group.
5. Ranjit Kumar, (2005). Research Methodology, Pearson Education



Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700215	Entrepreneurship and Innovation	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The objectives of this course are:

1. To provide students with an understanding of the nature of enterprise and entrepreneurship
2. To introduce the role of the entrepreneur, innovation and technology in the entrepreneurial process.
3. To make students able to design a business model canvas
4. To make students understand the fundamentals of developing and presenting business pitching to potential investors.

Unit I

Concept of Entrepreneurship, Traits of Entrepreneur, Entrepreneur vs Managers, Inventors vs Entrepreneurs, entrepreneurial challenges, Introduction to business models, Entrepreneurial Opportunities: Opportunities, discovery/ creation, Pattern identification and recognition for venture creation: prototype and exemplar model, reverse engineering, Entrepreneurial ecosystem, Ideation, development and exploitation of opportunities: Negotiation, decision making process and approaches
Entrepreneurship Development in Emerging Markets: Types of Start-ups, Intrapreneurship, Small & Medium Business Enterprises, International entrepreneurship, Entrepreneurial leadership, Components of Entrepreneurial Leadership, Entrepreneurial Management

Unit II

Introduction, Opportunity definition, Opportunity recognition, Opportunity Process, Sources of Opportunity Indian Economy- Opportunity, Steps involved in Assessing Business Potential of an Idea, Steps involved in Tapping opportunity.
Business Models and value proposition, Business Model Failure: Reasons and Remedies,

Unit III

Small Scale Industry: Characteristics of SSI, Role of SSI in Economic Development, Advantages of Small-Scale Industries, Government Support to SSI during Five Year Plan, Impact of Globalization and Liberalization on SSI, Impact of WTO/GATT on SSI, Ancillary, Tiny and Service Industries
Institutional Support: National Small Industries Corporation (NSIC), Small Industries Development Organization (SIDO), Small Industries Service Institutes (SISI)

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Unit IV

Introduction, Creativity & Entrepreneurship, Characteristics of Creative People, Blocks to creativity, Creativity at work- A must for survival, Sources of new ideas, Techniques for generating ideas

Systematic Entrepreneurship, Purposeful Innovation and Seven Sources for Innovative Opportunity, Principles of Innovation, Innovation and competitive advantage, Types of Innovation, the importance of Incremental Innovation, Innovation as Knowledge based Process, the challenges of Discontinuous Innovation, Christensen's Disruptive Innovation Theory, Other sources of Discontinuity

Unit V

Rationalist and Instrumentalist strategies for Innovation, Technology and Competitive Analysis, Assessment of Porter's Framework, The dynamic capabilities of firms, innovation Strategy in Small firms.

Sustainability Innovation and Entrepreneurship, Innovation Sustainable Conditions, Management of Innovation, creation of IPR, Types of IPR, Patents and Copyrights, Patents in India.

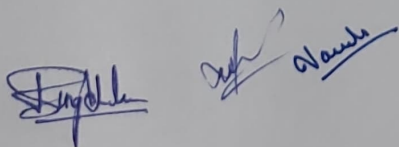
Managing Investor for Innovation, Future markets and Innovation needs for India. Inspiration from Role Models and Social support

Course Outcomes:

- CO1: Recognize opportunities and challenges of entrepreneurship more effectively with the additional insights available.
- CO2: Understand the basics of Entrepreneurship, Creativity, Innovation: their pivotal role in the economy and real-life issues therein.
- CO3: Apply theoretical concepts into practice while facing real life business problems.
- CO4: Analyze the various sources of raising finance for start-up ventures
- CO5: Evaluate based on reasoning and analytical ability to foster business decisions making
- CO6: Develop entrepreneurial skills and leadership abilities

Suggested Text and Reference Books:

1. Andrew Zacharakis - Entrepreneurship 5th Edition
2. H.S. Kumawat - Modern entrepreneur and entrepreneurship _ theory, process and practice
3. K. Ramachandran - Entrepreneurship Development-MC GRAW HILL INDIA (2008)
4. Peter F. Drucker - Innovation and Entrepreneurship-Harper Business (2006)
5. Poonima M. Charantimath - Entrepreneurship Development and Small Business Enterprise-Pearson Education India (2009)
6. Vasant Desai - Entrepreneurial Development VOLUME 1 The Entrepreneur, Entrepreneurship and Development Principles, Programmes and Policies



Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
00216	Legal aspects of Business	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The objectives of this course are

1. To acquaint the students with the knowledge of the legal framework
2. To learn how legal framework influences the functioning of business.
3. To develop an understanding among the students of the significant provisions of selected business laws.
4. To acquire the ability to address basic application- oriented issues.
- 5.

Unit I

The Contract Act, 1872: Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency.

Unit II

Sale of Goods Act, 1930: Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction.

Unit III

The Negotiable Instrument Act, 1881: Negotiable Instruments – Meaning, Characteristics, Bills of Exchange, Promissory Notes & Cheque, Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument – Noting and Protest.

Unit IV

The Companies (Amendment) Act, 2015: Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Appointment of director including woman Director.

Unit V

The Consumer Protection Act, 1986, Information Technology Act, 2000, Digital Signature, Electronic Governance, Electronic Records E – Contracts, E – Business models, Cyber Crimes.

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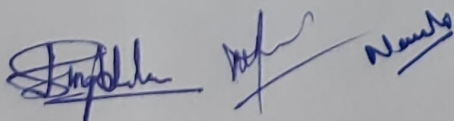
Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Copyright and its Ownership, case studies.

Course Outcomes:

- CO1: Demonstrate an understanding of the Legal Environment of Business.
- CO2: Apply basic legal knowledge to business transactions.
- CO3: Communicate effectively using standard business and legal terminology.
- CO4: Develop an understanding of relationship of business law and economic activities, application of business law in business activities.
- CO5: Develop a sense of ethical viewpoint towards business laws and legislation in conduct of economic activities.
- CO6: Develop an insight towards Patent and Copy Rights

Suggested Text and Reference Books:

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N.D. Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian
4. Legal Aspects of Business, Ravinder Kumar
5. Business Laws, S. D. Geet
6. Business Laws, S.S. Gulshan
7. Legal Aspects of Business, Akhileshwar Pathak

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700217	International Business Perspectives	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The objectives of this course are:

1. The Primary objective of this course is to acquaint the students to emerging global trends to business environment and introducing learners to the framework of International Business.
2. To achieve a real understanding of the complexities, opportunities & creative challenges of international business across time, space & cultures and recognize those factors which distinguish the marketing mix for overseas markets as opposed to domestic markets.
3. To learn how to track & evaluate changes in world markets that effects the consumers demand & shape of marketers' strategies.
4. To identify & analyze ethical issues in international business and to create awareness about the various bodies working on the international level for the promotional of international trade & business.

Unit I

International Business: An Introduction, History, Nature & Scope of International Business, Comparison of Domestic Business and International Business, Reasons for Growth of International Business, Stages of Internationalization, EPRG Framework, Globalization, Multinational Corporations, India and International Business. Cross Cultural Communication. Effect of Environment on International Business, Integration between countries, Levels of integration, Impact of Integration, Regional trade blocks – EU, NAFTA, Mercosur, APEC, ASEAN, SAARC, Commodity agreements.

Unit II

International Business Environment: Economic, social, political and government environment, demographic environment, technological environment, International trading environment International Business Theories: International Trade Theories: Mercantilism, Adam Smith's Absolute Cost Advantage Theory, Ricardo's Comparative Cost Advantage Theory, MNCs and international business, International Business Research. Market Selection, Foreign Direct Investment (FDI) Theories: Market Imperfection Approach, International Product Life Cycle Theory, Transaction Cost Approach, The Eclectic Paradigm.

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Unit III

International Business Coverage Strategies: Marketing mix for the International Business- Pressures for Cost Reductions & Local Responsiveness, Synthesis: Strategy & Architecture- Multidomestic Firm, International Firm, Global Firm, Transnational Firm. Importance of Organization Structure, Different forms of Organization Structure- Vertical Organization Structure, Horizontal Organization Structure, Matrix Structure; Control Systems.

Unit IV

Entry Decisions for International Business: Timing & Scale of Entry, Mode of entry in Foreign Market- Exporting, Turnkey Projects, Licensing, Franchising, Joint Venture, Wholly Owned Subsidiary by Green-Field Venture or Acquisition. International Business Risk: Country Risk Analysis, Classification of Risk Involved- Political Risk, Socio-cultural Risk, Economic Risk, Importance of Risk Analysis for International Business, Current issues in International Business: International, Competitive advantage and Strategic International Management.

Unit V

Overview of International Financial Management- Emergence of International Finance, The Foreign Investment Decision, Difference between Domestic Finance and International Finance. Overview of International Marketing- Framework of International Marketing, Domestic marketing vs. International marketing, Overview of International HRM: Importance of HR in International Business, Recruitment and Selection in International Business, Ethical Business, Social Responsibility of International Business.

Course Outcomes:

The learning outcomes of this course are:

CO1: Understanding of real complexities, opportunities & creative challenges of international business across time, space & cultures.

CO2: Understanding of theories involved in international trade, which help students will be able to develop an understanding of global perspective.

CO3: Understanding of the strategies used for entry in international markets.

CO4: Apply the concept of evaluating risk in world markets that affect the consumer demand & shape of marketers' strategies.

CO5: Understand the various concepts used for international finance and for the marketing of international business.

CO6: Students will apply the ethical implication of business decision making and recognize ethical dilemmas. Students will have awareness about international financial, marketing and human management.

Suggested Text and Reference Books:

1. Hill, C.W. International Business. New Delhi: Tata McGraw Hill, 2008.
2. Keegan, J. W. Global Marketing Management. New Delhi: Pearson Education.
3. Daniel, J., & Lee, H. International Business Environment. New Delhi: Pearson Education.
4. Onkvisit, S., & Shaw, J. International Marketing. New Delhi: Pearson Education.
5. Derskey, H. International Management. New Delhi: Prentice Hall of India.
6. Aswattapa, K. International Business. New Delhi: Tata McGraw Hill.
7. Luce, In Spite of the Gods: The Strange Rise of Modern India, Doubleday, 2007.
8. Cavusgil, International Business: The New Realities, Pearson Prentice Hall, 2008

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
700218	Business Environment and Sustainability	60	20	20	-	-	100	3	-	-	3

Course Objectives:

The objectives of this course are:

1. To explain the social, political and economic context of business and the effect of technology on the environment, eco-balance and sustainability and make them sensitive towards environmental concern.
2. To understand cross cultural management and different forms of business organization and environmental sustainability.
3. To analyze emerging market multinationals.
4. To understand liberalization and economic nationalism.

Unit I

Business Environment: Concept, Nature, Significance, Components of Business environment. Factor affecting Business Environment, Competitive structure of industries, environmental analysis and strategic management. Managing diversity. Scope of business, characteristics of business. Globalization and Liberalization and their effect on the Indian business environment, SEZs, EPZs, Privatization: Implications and effects. Indian financial system and legal environment- Objective, feature and components, Money and Capital market. EXIM Policy and Role of FII & FDI, RBI- Role and function, Monetary Policy and Fiscal Policy.

Unit II

PESTEL Framework: Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention Economic factors-growth strategy, economic planning, Economic System, NITI Aayog- Role and responsibilities, Policy for Small Scale Industry (MSME Act). Technological Environment: Overview of Technology policy- Technology S Curve and Technology transfer. International environment: Introduction to balance of payment and balance of trade.

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International Economics Institutes: WTO, World Bank, IMF, UNCTAD, GSP, and GSTP. Legal framework, Protection of intellectual properties, Analysis, forecasting and assessment of political – legal environment.

Unit III

Principles of Sustainable Business: History and emergence of the concept of Sustainable Business, Definitions, Environmental issues and crisis, Resource degradation, greenhouse gases, desertification, social insecurity, Industrialization, Globalization and Environment, UN Sustainable Development Goals, Green SCM, Green Marketing, National Green Tribunal, Understand the implications of overuse of resources, population growth and economic growth and sustainability, Sustainability management and competitive edge.

Unit IV

Sustainable Business Development: Corporate Sustainability, Sustainability management tools and systems concepts, Ecosystem services & corporate performance, Operations & Supply Chain Sustainability, Marketing and Corporate Sustainability, Finance and Sustainability, HRM, Organizational change and Leadership for Sustainability, Strategy and Sustainability: Emerging Trends.

Unit V

Meaning & Definition of CSR, History & evolution of CSR, Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept, Concept of sustainability & Stakeholder Management, Relation between CSR and Corporate governance: environmental aspect of CSR; Chronological evolution of CSR in India, Strategic CSR.

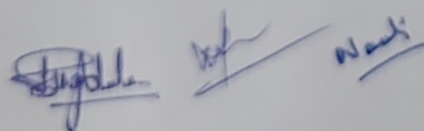
Course Outcomes:

After studying this course, students will be able to:

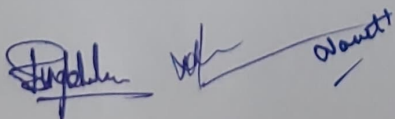
- CO1: Familiarize with the nature of business environment and its components.
- CO2: The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business.
- CO3: Understand the social, political and economic environment in context of International business.
- CO4: Get a brief idea about cross cultural management and different forms of business organization and is concerned with creating a process that will lead to businesses becoming completely sustainable in the future.
- CO5: Evaluate the significance of corporate social responsibility in the growth of any nation and learn about the various trade blocks for regional integration.
- CO6: Make responsible decisions that will reduce your business' negative impact on the environment. Develop keen understanding of non-conventional energy source, solid waste management and technologies for sustainable development.

Suggested Text and Reference Books:

1. Francis Cherunilam, Business Environment, New Delhi: Himalaya Publications.
2. Aswathapa, K., Essentials of Business Environment, New Delhi: Himalaya Publications.
3. Corporate Social Responsibility Part I, Part II, Part III by David Crowther and Guler Aras
4. Egon Zehnder International (2009). Sustainability Leadership Making Change Happen: Part I The Executive.



5. Sundaram & Black: The International Business Environment; New Delhi: Prentice Hall.
6. Sengupta, N.K.: Government and Business, Vikas Publishing House Pvt. Ltd.
7. The Sustainability Revolution: Portrait of a Paradigm Shift by Edwards, Andres R., New Society Publishers, 2005.
8. Sustainable development in India: Stocktaking in the run up to Rio+20: Report prepared by TERI for MoEF, 2011

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COURSE OUTLINE OF MANDATORY AUDIT COURSES (MAC)

Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
MC0201	Digital Business (MAC)*	-	-	50	50 (PPT,Cas estudy/Pr oject)	-	100	2	-	-	-

*MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment and on recommendation of the Department with final grades/marks, the Examination cell will issue a certificate for this course.

Course Objectives:

The objectives of this course are:

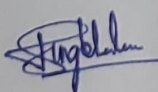
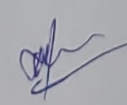

1. The students are acquainted with digital business, its positive impact all across the organization.
2. To bridge the demand gap for professionals who understand the digital world and are equipped with necessary skills to operate on digital environment.
3. To promote new and improved ways to solve technology problems without sacrificing other guiding principles and helps students to implement new information services that represent value to customers.
4. Helps to incorporate metrics to measure performance and verify effectiveness of information resources

Unit I

Digital Business: The Digital Revolution and Society, The Digital Economy, Online Communities, Defining Electronic Commerce, Emerging E-Commerce Platforms, E-Business, Electronic Markets and Networks; The Content and Framework of E-Commerce, Classification of E-Commerce by the Nature of the Transactions and the Relationships Among Participants, E-Commerce Business Models, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens and society.

Unit II

Mobile Commerce, Social Commerce and IoT: Mobile Commerce, Attributes Applications and Benefits of M-Commerce, Mobile Marketing - Shopping and Advertising, Social Commerce: Social Commerce, Social Business (Enterprise), Social Business Networks and Social Enterprise, Social Media, Platforms for Social Networking; Social Media Marketing,

The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. Internet of Things: Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets.

Unit III

Digital Business Ecosystem: Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces - Types, Components, Customer Shopping Mechanisms - Webstores, Malls, and Portals, Intermediaries: Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogues, Search Engines, and Shopping Carts, Electronic Catalogues, E-Commerce Search Activities, Dynamic Pricing, Changing Supply Chains: Structure of the Supply Chain, Digital Payments: Smart Cards, Stored-Value Cards, Payment Gateways, Mobile Payments.

Unit IV

Digital Business Models and Infrastructure: Types of E-Commerce Systems: B2B, B2C, B2G and other models of e-commerce; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning, Agents in Electronic Commerce, Fintech: E-Banking, Mobile Banking, Pure Virtual Banks, Digital Government: Government-to-Citizens, Government-to-Business, Government-to-Government, Government-to-Employees Models, Internal Efficiency and Effectiveness, E-Government and Social Networking.

Unit V

Digital Business Applications: Online Travel and Tourism Services: Characteristics of Online Travel, Benefits, Limitations, E-Employment: Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting Events, Benefits and Limitations of the Electronic Job Market, Security on Net & Firewall Concept: Meaning, Issues regarding security on internet, the firewall concept, Cryptography, Digital Signatures, Electronic mail security, Security protocols for web-commerce, Laws relating to Online transactions.

Course Outcomes:

The learning outcomes of this course are:

CO1: Students will be able to understand the basic concepts and functions of digital business and develop the ability to make assessments in connection with digital business development considering relevant scientific, social and ethical aspects, which are widely used international business terms and concepts.

CO2: By completing the course, students would develop better understanding of innovative methods and integration of digital tools to improve the various processes and strategies of a business.

CO3: The student would be able to ideate and implement online business for an organization.

CO4: The course will provide students with insights and different perspectives on digital transformation, defined as the use of innovative technologies, data and connectivity by enterprises to create value, revenue and efficiency.

CO5: Effectively apply, explain and discuss concepts and theories, and how they are interrelated, to solve complex current and future challenges of digital transformation.

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CO6: Employ the theoretical perspectives to analyze digitalizing firms and markets in cases to enable informed managerial decision making, including selecting and advocating why a perspective is suitable for a particular analytical and managerial task.

Suggested Text & Reference Books:

1. Digital Business and E-Commerce Management, 6th Ed, Dave Chaffey. Pearson, August 2014
2. Digital Business Concepts and Strategy, Eloise Coupey, 2nd Edition. Pearson
3. A textbook on E-commerce, ErArunrajan Mishra, Dr WK Sarwade, Neha Publishers & Distributors, 2011
4. Introduction to E-business-Management and Strategy, Colin Combe. ELSVIER, 2006
5. Trend and Challenges in Digital Business Innovation, VinocenzoMorabito, Springer
6. Digital Business Discourse Erika Darics, April 2015, Palgrave Macmillan

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
CO201	Digital Business (MAC)*	-	-	50	50 (PPT, Case study / Project)	-	100	2	-	-	-

*MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment and on recommendation of the Department with final grades/marks, the Examination cell will issue a certificate for this course.

Course Objectives:

The objectives of this course are:

1. The students are acquainted with digital business, its positive impact all across the organization.
2. To bridge the demand gap for professionals who understand the digital world and are equipped with necessary skills to operate on digital environment.
3. To promote new and improved ways to solve technology problems without sacrificing other guiding principles and helps students to implement new information services that represent value to customers.
4. Helps to incorporate metrics to measure performance and verify effectiveness of information resources

Unit I

Digital Business: The Digital Revolution and Society, The Digital Economy, Online Communities, Defining Electronic Commerce, Emerging E-Commerce Platforms. E-Business, Electronic Markets and Networks; The Content and Framework of E-Commerce, Classification of E-Commerce by the Nature of the Transactions and the Relationships Among Participants, E-Commerce Business Models, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens and society.

Unit II

Mobile Commerce, Social Commerce and IoT: Mobile Commerce, Attributes Applications and Benefits of M-Commerce, Mobile Marketing - Shopping and Advertising. Social Commerce: Social Commerce, Social Business (Enterprise), Social Business Networks and Social Enterprise, Social Media, Platforms for Social Networking; Social Media Marketing, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. Internet of Things: Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets.

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Unit III

Digital Business Ecosystem: Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces - Types, Components, Customer Shopping Mechanisms - Webstores, Malls, and Portals. Intermediaries: Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogues, Search Engines, and Shopping Carts, Electronic Catalogues, E-Commerce Search Activities, Dynamic Pricing. Changing Supply Chains: Structure of the Supply Chain, Digital Payments: Smart Cards, Stored-Value Cards, Payment Gateways, Mobile Payments.

Unit IV

Digital Business Models and Infrastructure: Types of E-Commerce Systems: B2B, B2C, B2G and other models of e-commerce; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning. Agents in Electronic Commerce. Fintech: E-Banking, Mobile Banking, Pure Virtual Banks, Digital Government: Government-to-Citizens, Government-to-Business, Government-to-Government, Government-to-Employees Models, Internal Efficiency and Effectiveness, E-Government and Social Networking.

Unit V

Digital Business Applications: Online Travel and Tourism Services: Characteristics of Online Travel, Benefits, Limitations. E-Employment: Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting Events, Benefits and Limitations of the Electronic Job Market. Security on Net & Firewall Concept: Meaning, Issues regarding security on internet, the firewall concept, Cryptography, Digital Signatures, Electronic mail security, Security protocols for web-commerce, Laws relating to Online transactions.

Course Outcomes:

The learning outcomes of this course are:

1. Students will be able to understand the basic concepts and functions of digital business and develop the ability to make assessments in connection with digital business development considering relevant scientific, social and ethical aspects, which are widely used international business terms and concepts.
2. By completing the course, students would develop better understanding of innovative methods and integration of digital tools to improve the various processes and strategies of a business.
3. The student would be able to ideate and implement online business for an organization.
4. The role of future trends in technology and their impact in defining/redefining strategies in an organization to attain and maintain competitive advantage.

Suggested Text & Reference Books:

1. Digital Business and E-Commerce Management, 6th Ed, Dave Chaffey, Pearson, August 2014
2. Digital Business Concepts and Strategy, Eloise Coupey, 2nd Edition, Pearson
3. A textbook on E-commerce, ErArunrajan Mishra, Dr WK Sarwade, Neha Publishers & Distributors, 2011
4. Introduction to E-business-Management and Strategy, Colin Combe, ELSVIER, 2006
5. Trend and Challenges in Digital Business Innovation, Vincenzo Morabito, Springer
6. Digital Business Discourse Erika Darics, April 2015, Palgrave Macmillan

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SEMESTER III

Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/Assignment	Internal	External					
700311	Strategic Management	60	20	20	-	-	100	3	-	-	3

Course Objectives:

After completion of the course, the students can learn about various Business Strategies and importance of Strategic Management in context with business leadership.

Unit I

Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business
 Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management.

Unit II

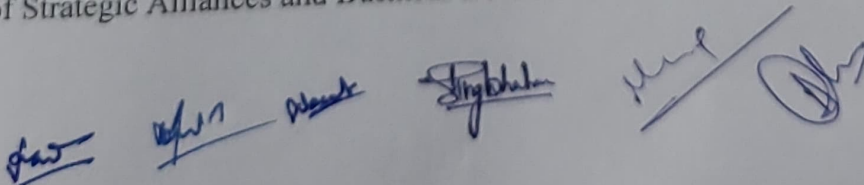
Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model
 Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Unit III

Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations
 Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture

Unit IV

Limitations of MNCs, Business Strategies of MNCs, Techniques Employed by MNCs to Manage Markets, MNC, TNC and Global Companies Strategic Alliances: Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances



Unit V

Role of Creativity and Innovation in Business: Introduction, Creativity, Innovation, Creating and Building Creative and Innovative Business Culture, Business Practices Adopted to Promote Creativity and Innovation, Importance of Creativity and Innovation in Business, Challenges Involved in Creativity and Innovation

Business Ethics and Corporate Social Responsibility: Introduction, Ethics and Values, Ethical Conduct and Unethical Conduct, Impact of Ethical Conduct, Corporate Social Responsibilities (CSR), Business obligations, Social Audit and Corporate Governance

Course Outcomes:

1. The students can apply scope, cost, timing and quality of the project.
2. To analyze strategic management knowledge, processes, life cycle and the embodied concepts, tools and techniques in order to achieve.
3. To apply technology tools for communication, collaboration, information management & decision support.
4. To understand the entrepreneurial decision-making process – from business model design to the launch of the new venture.
5. The students can apply entrepreneurial and teamwork skills in finding, evaluating and beginning the process of implementing new venture concepts

Suggested Text & Reference Books:

1. Business Policy –Azhar Kazmi- S. Chand & Co. New Delhi
2. Strategic Management: Concepts & Cases –Upendra Kachru, Excel Books.
3. Strategic Planning: Formulation of Corporate strategy - V.S. Ramaswamy, S. Namakumari - Macmillan Publishing House Ltd.
4. Management Policy & Strategic Management - R. M. Shivastava, Himalaya Publishing House, Mumbai.
5. Creating Excellence - Craig R. Hickman & Michael A. Silva - London Universal Book Stall, New Delhi.

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Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Hours per week			Total Credits
		Theory			Project/Internship/ Presentation/Self Learning			L	T	P	
		End Sem	Mid Sem	Quiz/ Assignment	Internal	External					
MC0301	Data Analytics in Business (MAC)*	-	-	50	50 (PPT, Case study/Project)	-	100	2	-	-	-

*MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment and on recommendation of the Department with final grades/marks, the Examination cell will issue a certificate for this course.

Course Objectives:

The objectives of this course are:

1. This course prepares students to lead in analytics-driven organizations.
2. Students will explore the capabilities and challenges of data-driven business decision making.
3. The course will include hands-on work exposure with data and software.
4. Topics to be covered include data manipulation, predictive analytics, decisions under uncertainty, and decision analytic tools (linear and nonlinear optimization).

Unit I

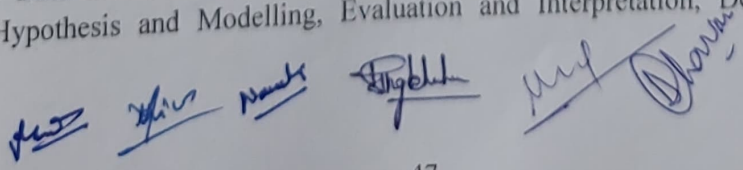
Introduction: Evolution of Business Analytics; Impacts and challenges; Scope of Business Analytics; Software Support; Data for Business Analytics: Data Sets and Databases, Big Data, Metrics and Data classification, Data reliability and validity; Models in business analytics: Decision Models, Model Assumptions, Uncertainty and Risk, Prescriptive Decision Models; Problem solving with Analytics, Business Intelligence

Unit II

Analytics on Spreadsheets: Basic Excel Skills: Excel Formulas, Copying Formulas; Excel functions: Basic Excel functions, functions of specific applications, insert function, logical functions; Using Excel Lookup functions for Database queries; Spreadsheet Add-Ins for Business Analytics, Visualizing and Exploring Data Visualization: Dashboards, Tools and software for data visualization; Creating charts in Microsoft Excel; Other Excel Data Visualization Tools: Data Bars, Color Scales, and Icon Sets and Filtering.

Unit III

Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification. Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modelling, Evaluation and Interpretation, Deployment, Operations,



Optimization. Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis, Conjoint Analysis.

Unit IV

Descriptive Analytics: Populations and samples; Measure of Locations; Using Measure of Locations in Business Decisions; Measures of Dispersion. Predictive Analytics: Modelling relationships and trends in Data; Finding the Best- Fitting Regression Line; Testing Hypothesis for Regression Coefficient; Multiple Linear Regression; Prescriptive Analytics: Building Linear Optimization Model; Implementing Linear Optimization Model on Spreadsheets; Excel functions to Avoid in Linear Optimization; Using Optimization Models for Prediction and insight.

Unit V

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics v/s Data Mining, Data Analytics v/s, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems. Application of Business Analytics: Retail Analytics, Marketing Analytics, Financial Analytics, HR Analytics, Healthcare Analytics, Supply Chain Analytics.

Course Outcomes:

The learning outcomes of this course are:

1. Develop new or improved innovative business processes from gap analysis through process design in support of a company's strategic objectives in a socially responsible manner.
2. Develop business models that support a company's strategic objectives.
3. Articulate the interdependence between financial and operational metrics used in value chain analysis to key decision makers.
4. Appraise the impact on financial and operational performance of specific business and evaluate the opportunities for business process and supply chain improvement based on current best practices across industries, as well as new breakthrough thinking.

Suggested Text & Reference Books:

1. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer
2. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly
3. Introduction to Data Science, Laura IgualSantiSeguí, Springer
4. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India
5. An Introduction to Business Analytics, GerKoole, Lulu.com, 2019
6. Albright, S., and Wayne Winston. Business Analytics: Data Analysis & Decision Making. Nelson Education.
7. Anil Maheswari. Data Analytics. McGraw Hill.

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COURSE OUTLINE OF SPECIALIZATION ELECTIVES FOR III & IV SEMESTERS

Human Resource Management

MB0111

Strategic HRM

Course Objectives:

The objective of this course is to provide students with the knowledge and skills that they can apply to effectively manage human resources to achieve organizational goals with updated strategies regarding Human Resource Management in future.

Unit I

Introduction to Strategic HRM: Definition, Need and Importance, Introduction to business and corporate strategies, Integrating HR strategies with business strategies, Developing HR plans and policies.

Unit II

Human Resource Environment: Technology and structure, Workforce diversity, Demographic changes, Temporary Contract Labour, Global Environment, Global Competition, Global sourcing of labour, WTO and labour standards

Unit III

Recruitment and Retention, Training & Development Strategies: Online recruitment, Employee referrals, Recruitment process outsourcing, Headhunting, Executive education, Flexi timing, Telecommuting, Quality of work life, Work – life balance, Employee empowerment, Employee involvement, Autonomous work teams, Creating learning organization, Competency mapping, Multi skilling, Succession planning, Cross cultural training

Unit IV

Performance Management & Compensation Strategies: Defining key result areas (KRA) - Result based performance, linking performance to pay, Merit based promotions, Performance based pay, Skill based pay - Team based pay, Broad banding Profit sharing, Executive compensation, Variable pay

Unit V

Human Aspects of Strategy implementation: Behavioural issues in strategic implementation, Matching culture with strategy, Human side of mergers and acquisitions, Leadership, power and politics, Employee morale, Personal values and business ethics.

Course Outcomes:

1. Identify the key HRM functions and operations
2. Define, explain, illustrate and reason with the key human resource management concepts
3. Identify the linkages between HRM functions and operations and organisational strategies, structures and culture.
4. Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM.



5. Exhibit behavior and performance that demonstrates enhanced competence in decision making, group leadership, oral and written communication, critical thinking, problem solving, planning and team work

Suggested Text & Reference Books:

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic HRM- Charles Greer, Pearson Education Asia, New Delhi
3. Strategic HRM-Michael Armstrong, Kogan Page, London
4. Strategic HRM- Agarwal, Oxford University Press, New Delhi



Course Objective:

The objective of this course is to provide students with the knowledge and skills that they can apply to effectively manage talent and competency and to understand the role of talent management and competency in building sustainable competitive advantage to an organization.

Unit I

Introduction to Talent Management: Meaning, History, Scope of Talent Management, Need of Talent Management, Benefits & limitations of talent Management, Principles & Sources of talent Management, Talent Gap- Meaning Strategies to Fill Gaps, The Talent Value Chain, Role of HR in Talent Management, Role of Talent Management in Building Sustainable Competitive Advantage to an Organisation.

Unit II

Talent Management System – Meaning, Key Elements of Talent Management System, Critical Success Factors to Create Talent Management System, Life Cycle of Talent Management – Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process, Approaches to Talent Management, Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Talent Management and Succession Planning

Unit III

Contemporary Issues and Current Trends in Talent Management: Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy, Contemporary Talent Management Issues, Talent Management Challenges, Current Trends in Talent Management Ethical and Legal Obligations Associated with Talent Management

Unit IV

Competency Management Concept of Competency and Competence, Competence v/s Competency, Types of Competencies, Benefits and Limitations of Implementing Competencies, Iceberg Model of Competency, Competency Management – Meaning, Features and Objectives, Benefits and Challenges of Competency Management, Competency Development – Meaning, Process

Unit V

Competency Mapping – Meaning, Features, Need and Importance of Competency Mapping, Methods of Competency Mapping, Steps in Competency Mapping

Course Outcomes:

1. Identify the key HRM functions and operations
2. Define, explain, illustrate and reason with the key human resource management concepts
3. Identify the linkages between HRM functions and operations and organisational strategies, structures and culture
4. Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM.

7



5. Exhibit behaviour and performance that demonstrates enhanced competence in decision making, group leadership, oral and written communication, critical thinking, problem solving, planning and team work

Suggested Text & Reference Books:

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic HRM- Charles Greer, Pearson Education Asia , New Delhi
3. Strategic HRM-Michael Armstrong, Kogan Page, London
4. Strategic HRM- Agarwal, Oxford University Press, New Delhi
5. Human Resource Management- Garry Desseler, PHI, New Delhi

Course Objectives:

The objective of the course is to impart knowledge about Industrial relation between various industries and to learn about various laws and legislations related to the various industrial affairs.

Unit I

Industrial Relations: Concept, Approaches to IR, Parties to IR, System Model of IR

Unit II

Trade Unionism in India: Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Union, Employers' Organisations in India, Managerial Associations.

Unit III

Collective Bargaining & Worker's Participation in Management Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement-content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India, Workers' Participation in Management Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council.

Unit IV

Laws relating to Social Security: Workmen's Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees' Provident Funds & Misc. Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Gratuity Act, 1972.

Unit V

Laws relating to Remuneration: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976.

Course Outcomes:

1. Demonstrate descriptive knowledge of the field of industrial relations.
2. Analyze the dynamic legal context in which employment relationships are enacted.
3. Recognize and consider the social, historical and equity issues within industrial relations.
4. Develop and evaluate critically the analysis of various industrial issues within the periphery of industrial laws and legislations.
5. Apply aspects of employment law to real workplace situations.

Suggested Text & Reference Books:

1. Marchington, M.: Managing Industrial Relations, McGraw Hill.
2. Monappa, Arun: Industrial Relations, Tata McGraw Hill.
3. VenkataRatnam, CS: Industrial Relations, OUP
4. Agarwal, S. L.: Labour Relations Law in India, McMillan
5. Pathak, A.: Legal Aspects of Business, Tata McGraw Hill
6. Garg, Ajay.: Labour Laws One should Know, Nabhi Publication



MB0114

E-HRM

Course Objective:

This course provides a thorough introduction to the field of electronic human resource management (e-HRM), a combination of two major management fields that impact the competitive advantage of companies—human resources and technology. Case studies involving the emerging trends in e-HRM will provide an enlightenment towards the real-world perspectives of e-HRM.

Unit I

Evolution of Human Resource Management; The Role of Technology in HR: nature & importance; e-HRM: Definition & Concept; Areas of e-HRM; Assessing Organizational Needs for e-HRM

Unit II

Information System Applications in Human Resource Management: Difference between e-HRM, Virtual HRM, HRIS, etc.; Determinants of e-HRM; Phases of e-HRM; Systems Considerations in Planning for an e-HRM; Justifying e-HRM investment;

Unit III

e-HRM applications and their advantages: e-employee profile, e-recruitment, e-selection, e-learning; e-training & development, e-performance management, e-compensation; HR Administration and e-HRM

Unit IV

e-HRM models; Human Resource Planning; e-HRM Perspective to Organizational Effectiveness: Talent Management and e-HRM, Employee engagement & e-HRM

Unit V

Implementation, Integration, and Maintenance of e-HRM, Elements for successful implementation; challenges and opportunities of E-HRM; e-HRM in large and small organizations: Cases & Exercises

Course Outcomes:

Students will:

1. Understand the transformation of HR through IT and Web Technology
2. Differentiate between different types of information systems in an organization for effective decision making in the Human Resources Management functional area and explain its relationship with the various other activities of the organization.
3. Understand how e-HRM is implemented for various levels in an organization.
4. Move from doing HR activities to Information Craftsmanship so that HR function will provide information of strategic value to an organization.
5. Understand how e-HRM with its many features and functions can support the business

Suggested Text & Reference Books:

1. Mohan Thite (2018), "e-HRM: Digital Approaches, Directions & Applications", Routledge
2. Tanya Bondarouk, Huub Ruël, J. C. Looise (2011), "Electronic HRM in Theory and Practice", Emerald Group Publishing



Marketing

MBA0221

Consumer Behavior

Course Objectives:

The objectives of this course are:

1. To develop an understanding of consumer behavior from a variety of perspectives (multicultural, interdisciplinary, etc.).
2. To develop an understanding of peoples' consumption-related behaviors and to develop and evaluate marketing strategies intended to influence those behaviors.
3. To develop understanding of concepts in consumer behavior. To develop ability to apply the concepts to strategic marketing decisions.
4. To develop ability to conduct research in consumer behavior.

Unit I

Introduction to Consumer Behavior: Evolution of consumer behavior, understanding consumers and market segments, consumer behavior and marketing strategy, psychographic dimensions, consumer motivation, perception, personality, information processing, attitude formation and attitude change.

Unit II

Social and Cultural Environment: Economic, demographic, cross cultural and socio-cultural influences, Cultural relevance to marketing decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings social stratification, reference groups and family influences, personal influence. Family: Role & Structure, Family Life Cycle, purchasing decisions, changing role of families.

Unit III

Communication and Consumer Behaviour: Components of communications process, designing persuasive communication and diffusion of innovations, Models of buyer behavior, Howard model, Howard- Sheth model, EKB model, Webster and wind model and Sheth industrial buyer behavior model. Consumer Decision Processes: High and low involvement, pre-purchase processes, purchase, post purchase processes, consumption and evaluation, brand loyalty and repeat purchase behavior.

Unit IV

Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues. Consumer Protection: Consumer protection act 1986, central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, national consumer disputes redressal commission.

Unit V

Customer Relationship Management: Facets and elements of CRM, CRM process, Importance of CRM, planning and managing CRM programme. TRENDS IN CRM: e-CRM Solutions –Data Warehousing, Data mining for CRM –an introduction to CRM software packages. Customer Loyalty: Concept of customer loyalty, customer value assessment, customer retention strategies, CRM in services, E-CRM.



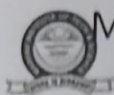
Course Outcomes:

The learning outcomes of this course are:

1. Learn key concepts and theories of consumer behaviour.
2. Learn psychological theories relevant for understanding consumer behavior.
3. Learn how various environmental factors influences consumer behavior and how it influences consumer behavior.
4. Understand applications of important concepts and theories in developing viable marketing strategies. Be able to develop appropriate marketing strategies for different segments of consumers.

Suggested Text & Reference Books:

1. Schiffman L G/ Kanuk L L, Consumer Behaviour, Pearson Education
2. Peter J P/ Olson J C, Consumer Behaviour, Tata McGraw Hill
3. Gupta SL/ Sumitra Paul, Consumer Behaviour: An Indian Perspective, Sultan Chand & Sons
4. Soloman M R, Consumer Behaviour, Prentice Hall
5. N. VenkatRao, P. Naga Raju (2011), Consumer Behaviour, Students Helpline Publishing House Private Limited, Hyderabad.
6. Hawkins, Best, Coney (2009), Consumer Behaviour Building Marketing Strategy, Tata McGraw Hill, New Delhi.
7. Henry Assael (2009), Consumer Behaviour, Willey India, New Delhi.
8. Deon (2009), Buyer Behaviour, Oxford University Press, New Delhi.
9. Leen G. Schiff man, L.H. Kanuk (2009), Consumer Behaviour, Pearson Education, India.



MBA0222

Service Marketing

Course Objectives:

The objectives of this course are:

1. This course provides an understanding of how marketing is practiced in service organizations.
2. The course examines the marketing in industries that deals basically in services, along with the perspective of all organizations, irrespective of the sector in which it operates.
3. To understand what quality means in service delivery and how perceptions of service quality are developed by customers
4. To appreciate the differences between services and physical goods and to understand how these differences translate into strategic direction and explore the global perspective of service marketing.

Unit I

Understanding Services Marketing: Introduction, services in the modern economy, classification of services, marketing services vs physical services, services as a system, marketing mix of service. Customer relationship marketing, the nature of service consumption, understanding the customer needs and expectations, strategic response to the intangibility of service performances.

Unit II

Services Market Segmentations: Service quality, understanding customer expectations and zone of tolerance, segmenting, targeting, managing perishability, process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining value relations, customer loyalty. Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.

Unit III

Pricing Strategies for Services: Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies in to practice. Service promotion, the role of marketing communication, implication for communication strategies, setting communication objectives, marketing communication mix, external marketing, word of mouth communication, interactive marketing.

Unit IV

Planning and Managing Service Delivery: Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity. Creating delivery system in price, cyber space and time, the physical evidence of the service space, the role of intermediaries, enhancing value by improving the quality and productivity

Unit V

Marketing Plans for Services: The marketing planning process, strategic context, situation review, marketing strategy formulation, resource all occasions and monitory marketing planning and services, Service deficiencies, consumer grievance recovery strategies. Services in e-platforms: Recent Trends in online and e- service platforms, Principal Driving Forces and business strategies of on-line services, Key Decision area and Services Strategies



Course Outcomes:

The learning outcomes of this course are:

1. Students will be able to know in detail about the service sector and apply the 7Ps of Service Marketing.
2. Students will understand what quality means in service delivery and how perceptions of service quality are developed by customers.
3. Students will be able to explain service blueprinting, the integration of new technologies and other key issues of today's customer service provider and service managers.
4. Students will be able to identify critical issues in service design and service delivery including managing customer service. Identify critical issues in service design including nature of the service product and marketing.

Suggested Text and Reference Books:

1. Lovelock C, Service Marketing, Pearson Education
2. Venugopal V/ Raghu V N, Services Marketing, Himalaya Publishing House
3. Apte G, Service Marketing, Oxford University Press
4. Jha S M, Service Marketing, Himalaya Publications
5. Kandampully J A, Service Management, Pearson Education
6. K. Rama MohanaRao (2009), Services Marketing, Pearson Education, New Delhi
7. ValeriZeithmal, MaryJoBunter (2009), Services Marketing, Tata McGrawHill, New Delhi.
8. B. Sudhir, JawaharBabu, Subrahmanyam (2010), Services Marketing, Students helpline Publishing House Private Limited, Hyderabad.
9. Christopher Lovelock (2009), Services Marketing, Pearson Education, New Delhi.
10. Christian Gronrose (2009), Services Management and Marketing, Maxwell Macmillan, New Delhi.
11. Kenneth E. Clow, David L. Kurtz (2009), Services Marketing, Wiley India, New Delhi.



Course Objectives:

The objectives of this course are:

1. To give marketing students, an overview and understanding of sales and distribution function in business and other disciplines.
2. To discuss various aspects of the sales function ranging from various sales organization structures to the role of the sales manager in improving sales by hiring, training, motivating and leading the sales force.
3. To understand the inter-dependence and relationship amongst channels of distribution. Understanding how sales and distribution fits into the big picture of marketing and how these aspects can be combined to achieve organizational goals.
4. To analyse decision alternatives and planning and implementation of Sales and marketing programs.

Unit I

Introduction: Nature, scope and meaning of sales management, evaluation of sales management, roles, types and skills of sales managers, sales objectives, strategies and tactics, emerging trends sales management, linking sales and distribution management, psychology and selling-buying decisions, sales knowledge and sales related marketing policies-sales process, transactional and relationship selling.

Unit II

Management of Sales: Concept of sales organization, types of sales organization structures, specialization with in sales organization, sizing and staffing the sales force, training and motivating sales force, compensating and leading sales force, sales force expenses, marketing audit, sales force audit, evaluation of sales organization, evaluating and controlling the performance of sales force.

Unit III

Analyzing Market Demand and Sales Potential: Strategic planning, role of marketing and sales, marketing and personal selling strategies, sales strategy, developing sales forecast, forecasting approaches, sales budget. Preparation of Sales Budget, Sales Quota and Designing Sales Territories. Sales Organization, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Motivating, Training and Compensating the Sales Force, Evaluation and Analysis of sales force.

Unit IV

Distribution Channel: Introduction, importance, types, functions, and design of Channels. Overview of Channel Management decisions, Channel conflict and resolution. International channels of Distribution. Major modes of transportation, Multimodal Transport System- Overview, Containerization, Multimodalism in India. Third Party Logistics- Service providers, Risks of Outsourcing and risk management.

Unit V



Distribution Management: Indian distribution system; distribution logistics; distribution costs and control; role and functions of intermediaries; selection and motivation of intermediaries. Participants in physical distribution process, Channel Intermediaries – Wholesaling and Retailing. Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, and Multi-channel marketing Systems - International Marketing Channels. Marketing Channel Policies and Legal Issues.

Course Outcomes:

The learning outcomes of this course are:

1. To create awareness about the inter-dependence and relationship amongst channels of distribution.
2. To make students familiarize with the concepts, approaches and the practical aspects of the key decision-making variables in sales force and distribution channel management.
3. To make students understand formalized sales process companies use to manage the decision process behind a sale.
4. To develop conceptual and practical knowledge to manage channels for enhanced performance.

Suggested Text & Reference Books:

1. Jobber, D. & Lancaster, G. (2008). Selling and Sales Management. New Delhi: Pearson Education.
2. Still, Richard R., Cundiff, E. W. & Govoni, N. (2007). Sales Management – Decision, Strategies and Cases. New Delhi: Pearson Education/Prentice Hall of India.
3. Spiro, R., Stanton, W. and Rich, G. (2003). Management of a Sales Force. New Delhi: McGraw Hill.
4. Kapoor, S. K., & Kansal, P. (2006). Basics of Distribution Management. New Delhi: Prentice Hall of India.
5. Rosenbloom, B. (2008). Marketing Channels: A Management View. New Delhi: Thomson Learning.
6. Dalrymple, D. J., Cron, W. L. & Decarlo, T. (2005). Sales Management. New Delhi: John Wiley & Sons (Asia) Pvt. Ltd.
7. Still Cundiff, Govani: "Sales Management – Decision, Strategies and Cases" Prentice hall 2009.



MB0224

Advertising & Promotion Management

Course Objectives:

The objectives of this course are:

1. To provide basic principles and practices of advertising that emphasizes creative/media strategy decision processes and historical, social, and economic influences.
2. To provide an appreciation of the range of the tools available for marketing communication.
3. To familiarize the student with the practice of promoting market for products through advertisements and sales promotion.
4. To develop managerial perspective and an informed decision-making ability for effective and efficient tackling of advertising situation and creativity.

Unit I

Overview of Advertising Management: Introduction, Meaning and Framework of Advertising; Defining Advertising; Advertising to Persuade the Buyer; Importance of Advertising in Marketing; Role of Advertising in Marketing Mix and Positioning; Advertisers and Advertising Agencies; Choosing an Advertising Agency.

Unit II

Structure of an Advertising Agency: Introduction, Overview of an Advertising Agency; Departments of an Advertising Agency, Creative department, Media department, Client servicing department, Marketing research department; Ancillary Services; Setting Advertising objectives: Introduction, Marketing Objectives; Advertising Objectives, Sales-oriented/ Behavioural objectives, Communication-oriented objectives.

Unit III

Understanding Persuasive Messages: Introduction, Communication Response Hierarchy, Securing Attention; Interpretation and Processing of Information; Persuasion; Attitude Change, Factors that influence or change attitudes; Theories of Advertising, Advertising Copy and Design strategy: Introduction, Advertising Copy, Types of advertising copy.

Unit IV

Media Planning: Introduction, Media Objectives; Media Options; Measuring Media Audiences; Determining Media Weight; Media Schedule Decisions; Space and Time Buying; Cost Considerations; The Role of a Media Planner and a Media Buyer; Media Trends.

Unit V

Advertising Budgets: Introduction, Factors Influencing Budget Setting, Typical Spending Patterns, Common Budgeting Approaches, Budgeting Methods, Decision Support System (DSS), Structure of DSS, Allocating the Marketing Communication Budget, Laws for Protection against Malpractices: Introduction, Civil and Penal Codes Applicable to Advertising; Laws Relating to Intellectual Property Rights; Consumer Protection and Consumer Protection Act, 1986.

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Course Outcomes:

The learning outcomes of this course are:

1. Understand the concept of advertising and discuss the basic economic impact of advertising.
2. Explain the different job functions and responsibilities of those employed in advertising.
3. Understand the concepts, tools and techniques relevant to advertisement management and recognize some of the social and ethical implications of advertising.
4. Recognize some of the forms of advertising regulation and go through the complexities of advertisement creativity and solve the strategic communication mix problems faced by media managers

Suggested Text and Reference Books:

1. Belch, G. E., & Belch, M. A. (2005). Advertising and Promotion. Delhi: Tata McGraw- Hill Publication.
2. Kazmi, S. H. H. & Batra, S. K (2008). Advertising and Sales Promotion. New Delhi: Excel Books.
3. Batra, R. & Myers, J. G. (2006). Advertising Management. Delhi: Prentice Hall of India.
4. Jethwaney, J., & Jain, S. (2006). Advertising Management. New Delhi: Oxford University Press.
5. Wells, W., Burnett, J., & Moriarty, S. (2002). Advertising Principles and Practice. Delhi: Prentice Hall of India.
6. Batra, R. & Myers, J. G. (2006). Advertising Management. Delhi: Prentice Hall of India.
7. Jethwaney, J., & Jain, S. (2006). Advertising Management. New Delhi: Oxford University Press.
8. Wells, W., Burnett, J., & Moriarty, S. (2002). Advertising Principles and Practice. Delhi: Prentice Hall of India.



Operations

MB0331

Total Quality Management

Course Objectives:

1. To understand the Total Quality Management concept and principles
2. To understand the various tools available to achieve Total Quality Management.
3. To understand the statistical approach for quality control.
4. To evaluate and explore the principles of quality management within quality management systems
5. To select and apply relevant tools and techniques for controlling, improving and measuring quality

Unit I

Definition of Quality; Types of quality; Relation b/w quality & cost; Productivity, Quality Leadership and business strategy, Dimensions of quality, Basic concept of TQM, Principles of TQM, Quality Council, Quality Costs – Analysis & techniques for Cost control of Quality, Barriers of TQM Implementation.

Unit II

Deming Philosophy on quality, JURAN Trilogy, PDCA cycle, Control of quality, control of Quality, quality planning and sales income, Strategic Quality Management, Designing for quality.

Unit III

Quality function, Coordination of quality activities for cross Functional Aspects; developing a quality culture, Standardization of Corporate Wide Method for Cutting cost, Role of Upper, Middle management and workforce & Quality Director, Quality Circles.

Unit IV

The seven tools of quality, Concept of six sigma, New seven Management tools, Kaizen, Just In Time, Taguchi methods, Recent techniques of quality improvements.

Unit V

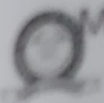
Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements and Benefits.

Course Outcomes:

On successful completion of the course students will be able to:

1. Understand the fundamental principles of Total Quality Management
2. Choose appropriate statistical techniques for improving processes
3. Write reports to manage statistical describing processes and recommending ways to improve them
4. Develop research skills that will allow them to keep abreast of changes in the field of Total Quality Management
5. Emphasize the process of learning and discovery rather than the presentation of fact.

Suggested Text & Reference Books:



1. Dale H. Besterfield, et al., "Total Quality Management", Pearson Education, Inc. 2003. (Indian reprint 2004). ISBN 81-297-0260-6.
2. James R. Evans & William M. Lohrey, "The Management and Control of Quality", (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
3. Feigenbaum, A.V. "Total Quality Management", McGraw-Hill, 1991.
4. Oakland, J.S. "Total Quality Management", Butterworth Heinemann Ltd., Oxford, 1989.
5. Narayana V. and Sreenivasan, N.S. "Quality Management - Concepts and Tasks", New Age International 1996.
6. Zeiri, "Total Quality Management for Engineers", Wood Head Publishers, 1991.
7. Lt. Gen. H.Lal, "Total Quality management", Wiley Eastern Limited, 1990.
8. Greg Bounds, "Beyond Total Quality Management" McGraw Hill, 1994. J. Munro, H.G.
9. "TQM in New Product manufacturing", McGraw Hill 1992.



MB0332

Project Management

Course Objectives:

Project Management is a broad multi-level activity. The objectives of this course are:

1. To provide a thorough understanding of its various essentials to the student.
2. To apply criteria of selection for identification of a project and carry out a rational appraisal.
3. To do project planning and be familiar with project control systems.
4. To develop the thorough understanding of the subject, tools and techniques used for managing projects.

Unit I

Introduction to Project, Project Management and Project managers, Functions of Project Managers, PM as a Profession, Project Goals, Functions; Categories of Projects, Phases of Project Management, Project Life Cycle, Project Environment, The 7S of Project Management.

Unit II

Criteria for selection: Checklist Model, Scoring Model, Analytic Hierarchy Process, Profile Model; identification of the project; Request for Proposal; Project appraisal: Technical, Commercial, Economic, Financial and Management appraisal; Feasibility Study: Project Selection and Criteria (qualitative and quantitative): Cost Benefit Analysis, NPV, IRR, Payback period, etc.

Unit III

Project Organization: Pure, Matrix, Mixed; Project Planning: Planning steps, Master plan; Defining Project Scope, Developing Work Breakdown Structure, Project Activity, Project Coordination, Scheduling Charts; Schedule, Gantt Charts, Project Evaluation Techniques, PERT, CPM, Critical Chain Method & Critical Chain Project Management.

Unit IV

Social Cost Benefit Analysis Project Cash Flow, Cost of Capital, WACC, Cost Estimating Process, Budgets and Estimates; Cost-Time Overrun; Risk analysis.

Unit V

Project Control Process & techniques: Cybernetic controls, Go-No-go Controls, Post controls; Project Quality Control; Project Closure; Project Termination; Project Audit, Abandonment Analysis.

Course Outcomes:

1. To make students get acquainted with contemporary project management tools
2. To make students explore the application of tools to sharpen their project management skills.
3. To develop an understanding of various projects and attributes of their success and failure.
4. To assess the risks involved in modern times projects and develop mitigation strategies to deal with them.

Suggested Text and Reference Books:

1. Gray & Larson (2008), Project Management, Tata McGraw-Hill
2. Harvard Business School Press (2007), The Essentials of Project Management (for HR Professionals)
3. Kerzner (2008), Project Management, John Wiley
4. Nicholas and Steyn (2008), Project Management for Business, Engineering, & Technology, Elsevier India



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5. Pinto (2009), Project Management: Achieving Competitive Advantage, Pearson India, Delhi.
6. Kloppenborg (2009), Contemporary Project Management, Cengage.
7. Maylor (2008), Project Management, Pearson India
8. Meredith, Mantel, (2008), Project Management, Wiley India
9. Nagarajan (2008), Project Management, New Age Publishers

MB0333

Production Planning & Control

Course Objectives:

The objectives of this course are:

1. To understand the various components and functions of production planning and control such as work study, product planning, process planning, production scheduling, Inventory Control.
2. To understand the Sales and Operations Planning-how to link strategic goals to production by developing an overall business plan which integrates the various functional planning efforts
3. to develop, manage and control all aspects of an effective and efficient production planning and control system
4. to develop and use an effective Production Activity Control system in order to ensure the execution of materials plans, reduce WIP, inventories and lead times, and meet customer service goals

Unit I

Introduction: Types and characteristics of production systems Objective and functions of Production, Planning & Control, Place of production, Planning in Engineering, manufactures organization. Preplanning: Forecasting & Market Analysis. Factory Location & Layout, Equipment policy and replacement. Preplanning production, capacity planning.

Unit II

Production Planning: Aggregate Planning, MPS, Material Resource Planning, Selection of material methods, machines & manpower. Routing, Scheduling and Dispatching and its sheets & charts, Production Line Balancing

Unit III

Production Control Systems-Loading and Scheduling-Master Scheduling-Scheduling Rules-Gantt Charts-Perpetual Loading-Basic scheduling problems - Line of balance - Flow production scheduling-Batch Production Scheduling-Product sequencing-Production Control Systems-Periodic Batch Control-Material requirement planning Kanban - Dispatching-Progress reporting and expediting-Manufacturing lead Time-Techniques for aligning completion times and due dates.

Unit IV

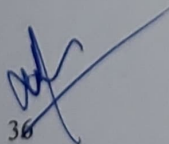
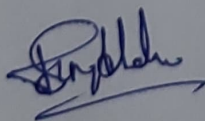
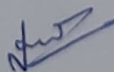
Production and Inventory Control: Progress control through records and charts. Types of inventories, Inventory Classification. Inventory Control under constraints Economic lot (batch) size. Trends in purchasing and store keeping, JIT production MRP II, comparison of Push & Pull systems, ERP, CAPP

Unit V

Productivity: Importance, Productivity patterns, productivity measurements & ratios, improvement-maintenance process. 3 Human Factors & Ergonomics: Human abilities, Training & motivation safety programs, workplace design & working conditions.

Course Outcomes:

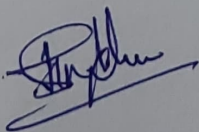
- Upon completion of this course, the students can able to prepare production planning and control activities such as work study, product planning, production scheduling, Inventory Control.


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They can plan manufacturing requirements manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP).

Suggested Text & Reference Books:

1. Jain. K.C. and Aggarwal. L.N., Production Planning Control and Industrial Management, Khanna Publishers, 1990.
2. James. B. Dilworth, Operations management – Design, Planning and Control for manufacturing and services McGraw Hill International edition 1992.
3. Chary. S.N., Theory and Problems in Production and Operations Management, Tata McGraw Hill, 1995.
4. Elwood S. Buffa, and Rakesh K. Sarin, Modern Production / Operations Management, 8th Edition John Wiley and Sons, 2000.
5. Kanishka Bedi, Production and Operations management, 2nd Edition, Oxford university press, 2007.
6. Melynk, Denzler, Operations management – A value driven approach Irwin McGraw hill.
7. Norman Gaither, G. Frazier, Operations Management 9th Edition, Thomson learning IE, 2007
8. Samson Eilon, Elements of Production Planning and Control, Universal Book Corpn. 1984





Course Objectives:

1. To understand the key concepts of service operation.
2. To analyze the process of service designing.
3. To understand various models of service quality
4. To understand increasing roles of services in driving economies.
5. To understand underlying concepts of service management and developing ability to design service delivery systems to fulfill needs of various customers.
6. To develop perspectives of services across variety of contexts.

Unit I

Introduction of service operations management, types of services and processes, service matrix, Understanding the nature of services, Aligning service strategy and service competitiveness.

Unit II

New Service Development - Designing of Service Delivery Mechanism, Service design, development & automation, Managing human resource in services, Service encounter

Unit III

Service Quality: Concept and Models; Service recovery and Service guarantee, Service facility design and facility location, Demand Management in Services, Capacity Management or Supply Management in Services,

Unit IV

Complaint management, Service Encounter, Productivity and Performance measurement, Service Inventory Management, Service Supply Chain Management, Global trends in services sector.

Unit V

Queuing System: Introduction & characteristics, Application of simulation in service operations management, Vehicle routing and scheduling; Services management in IT/ITES sectors: Call Centre Operations, Web-enabled Services, ERP enabled Services, Tele marketing.

Course Outcomes:

- After completion of the course, the students are expected to be provided with:
1. An overview of Service and Operations Management as management function in general.
 2. An understanding of the impact of Operational Capability on decision making and options in Business Strategy and the linkage to Operations Strategy.
 3. An understanding of the different types of operations process types on which operational capability can be based and the strategic implications of the process choice decision.
 4. An understanding of the relationship between Business Strategy, Operations Strategy, Process Type, Organization and Control structures the impacts these have on managerial decision making and choices.

Suggested Text & Reference Books:

1. Richard B. Chase, Operations management, TMH.
2. Robert Johnston, Service Operations Management: Improving Service Delivery, Pearson
3. Kanishka Bedi, Production and operations management, Oxford

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4. SN Chary, Production and operations management, TMH.
5. Fitzsimmons, J.A. and Fitzsimmons, M.J. (2014), Service Management: Operations, Strategy, Information Technology, 7th, McGraw-Hill: New Delhi
6. Metters, R., Metters, K.K. and Pullman, M. (2008), Service Operations Management, Cengage Learning: New Delhi.
7. C. Haksever, Render B., Russel S. R. and Murdick R. G. (2007), Service Management and Operations, 2nd Ed. Prentice Hall.

Finance

MB0441

Investment & Portfolio Management

Course Objectives:

This course is based on the premise that an intelligent lay investor does not suffer any handicap vis-a-vis sophisticated professionals. It also seeks to impart intellectual framework for investment decision making by Portfolio Management.

Unit I

Investment – meaning, nature and scope of investment analysis – elements of investment - types of investments, analysing various investment opportunities.

Unit II

Macro-economic analysis, industry analysis, Internal Value and Market Value of Various Securities, Comparison of Various securities in Capital and Money Market and Internal Value and Market Value of Firm.

Unit III

Bond Market: Bonds - Fundamentals of bond, valuation; Interest rates, spot rate, forward rate and yield curve Bonds - Term structure of interest rates Bond.

Unit IV

Derivative Analysis: Structure of Derivative Markets, Forwards, Futures, Options, Swap. Market Characteristics, Futures and Options Contract Specifications, Underlying Asset, Contract size and Delivery Specifications.

Unit V

Portfolio Management, Portfolio Theory, Portfolio Criteria, Efficient Set Portfolio Selection.

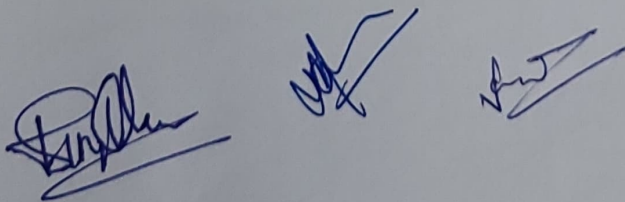
Course Outcomes:

After successful completion of this course, students would be able to:

1. Describe the characteristics of various investment alternatives available to investors.
2. Understand how the securities market functions.
3. Explain the techniques used by professionals for analysing and valuing investment alternatives.
4. Explain how financial derivatives, viz. options and futures, are valued.
5. Understand the framework for portfolio management.
6. Offer a set of guidelines for investors with varying inclinations.

Suggested Text & Reference Books:

1. Financial Institutions & Market by Bhole, 5th Edition, Tata McGraw Hill
2. Bodie, Kane and Marcus, Investments, 9th edition, TMH.
3. Prasanna Chandra, Investment Analysis & Portfolio Management, 6th Edition, TMH





Course Objectives:

The objective of the course is to understand the role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning selected financial services.

Unit I: Financial System:

Introduction to Indian and Global Financial System: Structure and Characteristics. Regulatory Institutions: SEBI (Security Exchange Board of India) and RBI (Reserve Bank of India). Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players, Introduction to Money Market: Structure, Operations, Players, Treasury Bills, Commercial Papers, Certificate of Deposit, Gilt Edged Securities and REPO's. Introduction to Financial Institutions: SFC's & DFI's, their importance & scope (IDBI, IFCI, SIDBI). Credit Rating Agencies –importance and Issues

Unit II: Asset-Liability Management:

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

Unit III: Risk Management:

Risk Management in Banks - Credit risk management, Operational risk management, Market risk management, Corporate treasury management, Liquidity risk management, Governance risk and compliance.

Unit IV: Mutual Funds & e-banking:

Mutual Funds and Pension Funds, Insurance Services, Bank assurance, Reinsurances, Venture Capital -Private Equity -strategic secrets to private equity. Investment strategies, hedge funds, e-banking. Securitization -Indian Banking and the financial crisis, Asset Reconstruction Companies, Depositories, Credit Cards.

Unit V: Micro & Macro Finance Services:

Micro/ Macro finance, Financial Inclusion, Behavioral Finance, Leasing and Hire purchase. Factoring and Forfeiting, IFRS -Issues and Challenges.

Course Outcomes:

1. This will provide an introduction to the students about the financial services and their features.
2. This Course will also be helpful for the Management Students to know specific services in Indian Financial System.
3. Students will also come to know about merits and demerits of Securities of Capital and Money Market.
4. It examines the principles of the theory and practice of effective organizational policies for successful risk management.
5. Students will be able to know different financial services with e-banking concepts and various Funds available in the Market.
6. Students will be able to analysis different venture capital projects.



Suggested Text & Reference Books:

1. M.Y.Khan - Financial Services, 5e TMH 2009
2. BhartiPathak-Indian Financial System 2/e, Pearson 2010
3. R M Srivastava Dynamics of Financial Markets and Institutions in India, Excel Books, 2010
4. Gurusamy, Financial Markets and Institutions, 3e TMH 2008
5. Gopalswamy, Capital Market, 2008 Macmillan Publishers
6. Chary, Venture Capital: Concepts and Application, 2008, Macmillan Publishers

MB0443

Working Capital Management

Course Objectives:

This Course is designed to explain the concept and various prospects of Working Capital Management and the manner in which financial managers can use different Models of working capital to accomplish strategic corporate objectives. Also, the objective of this course is to prepare students for successful interaction with the topics related to Liquidity, Inventory, and Cash Management also. Focus will be placed on the behavior of Working capital and its importance in the process of supply of regular funds and to minimize overall cost of Working Capital.

Unit I
Working Capital Analysis: Concept of Working Capital Management, Importance of Working capital, Kinds of Working Capital, Factors determining working capital and Estimation of Working Capital Requirements

Unit II
Management of Cash: Motives for holding Cash and Marketable Securities; Cash System, Management of Cash Flows, Types of Collection systems, Cash concentration Strategies, Disbursement tools, Investment in Marketable Securities; Forecasting Cash flows

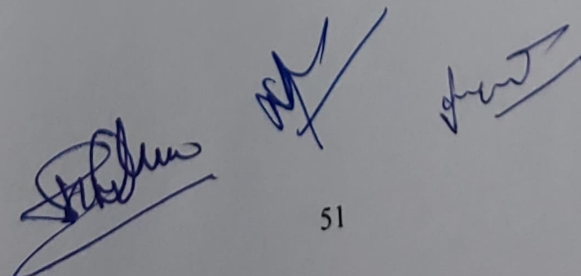
Unit III
Liquidity Management: Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity; Determining the Optimum level of Cash balances – Baumol Model, Miller-Orr Model, Stone Model

Unit IV
Receivables Management: Determining the Appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decisions related to Receivables Management

Unit V
Inventory Management: Kinds of Inventory, Benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory Control Models; Short-term Financing

Course Outcomes:

- After successful completion of this course, students would be able to:
1. Describe the role and importance of Working capital in smooth conduction of Business.
 2. Understand how to optimize working capital operating cycle.
 3. Explain the techniques used to minimize cost of capital and focus on working capital Management.
 4. Explain how Inventory Costs can reduce with the proper management of Cash.
 5. Understand the framework for Overall working capital Management.





MB0444

Corporate Tax Planning & Management

Course Objectives:

The course module will help students to build skills across a number of areas central to the tax related affairs, including – better understanding of tax planning in practice, rationale behind taxability Policies and procedures related to corporate tax and clearly grasp the intricate provisions.

Unit I:

Tax Planning – Meaning, nature and scope; importance of tax planning for corporate sector; difference between tax evasion, tax avoidance, tax planning and tax management; justification of corporate tax planning and management.

Unit II:

Slab for corporate taxation; computation of corporate tax; set-off and carry forward of loss of specified business referred in section 35 AD; set off and carry forward of loss in case of certain companies; treatment of losses in speculation business.

Unit III:

Tax planning with reference to financial management decisions– capital structure decisions, dividend policy, bonus share, investments and capital gain; estimated income scheme – section 44 AD and section 44 AE.

Unit IV:

Concept of MAT, provisions and calculations under MAT; Evaluation of Indirect Taxes in India and its justification, principles, variant and methods of calculating Indirect Taxes (GST, etc.)

Unit V:

Depreciation – concept, slab for calculation, block of assets and tax planning with reference to depreciation; provisions and reliefs in relation to double taxation, double taxation avoidance agreement with other countries.

Course Outcomes:

After successful completion of this course, students would be able to:

1. Identify various tax related information and their proper analysis.
2. Advise on a range of complex high-net-worth business and company issues.
3. Determine and evaluate alternative available tax planning strategies.
4. Properly interpret the impact of taxation decision on corporate performance.

Suggested Text & Reference Books:

1. E.A.Srinivas, "Corporate tax planning", Tata McGraw Hill.
2. V.K.Singhania, "Direct tax planning and management", Taxmann publications.
3. Girish Ahuja, "Systematic approach to income tax", Bharat law house.