



DEVI AHILYA VISHWAVIDYALAYA, INDORE

(Formerly University of Indore) , NAAC "A" Grade

State University of Madhya Pradesh, India



International Institute of Professional Studies



I I P S
D A V V

International Institute
of Professional Studies

Syllabus Of Master of Business Administration (Management Science) 2 Years

Academic Session : 2018-20

THE DIRECTOR DESK

Dear Scholar,

Welcome to one of the most prestigious, academic institution in central India offering professional education in Management, Computer Science and Commerce Streams. It has state of art infrastructure, pool of multi discipline faculty and devoted staff that creates a conducive environment for academic excellence and holistic development of yours, paving the way for your bright career prospects. Team IIPS looks forward to contribute towards your successful future life.

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Mr Yogendra Singh Bawal, Network Administrator Incharge, Administrative Officer M Sc(CS), M Sc. (Elex & Comm.), CCNA	Dr Suresh Patidar, Incharge, Placement Officer Ph D, MBA, M.Com, CS Inter, UGCNET, LLB(Hons.)
Dr. Kapil Jain, Ph.D.(Mgt), MBA(Fin), M Phil, M Com. Program Officer, National Service Scheme (NSS) Coordinator, Red Ribbon Club, MPSACS Warden, JN Boy's Hostel	Dr. Sujata Parwani, Ph.D. (Economics), M.A., M.Phil, Program Officer, National Service Scheme (NSS)

DAVV at a Glance

There are twenty seven teaching departments offering undergraduate, post-graduate and research programs in sixteen Faculties. It is amongst the first few Universities in the country to introduce innovative and integrated courses in the area of science, engineering, technology, management, law and media. The university has 270 affiliated colleges in addition to University teaching departments and centers. The University provides and nurtures research environment for promoting high quality original research. It offers Ph.D. and M. Phil. Programs in all the subjects.

The Hon'ble Governor of the State is the Chancellor of the University. The University functions as per Act, Statutes, Ordinances and Regulations. The Registrar, Examination Controller and Finance Controller of the University assist the Vice Chancellor in administrative, examination and financial matters. The University has duly constituted bodies - Executive Council, Academic Council, Boards of Studies, Finance and other committees for decisions on major academic, administrative and financial matters.

The University is prepared to embrace future challenges, explore new horizons and keep moving ahead on the path of excellence, innovation and enlightenment.

About IIPS

International Institute of Professional Studies (IIPS), a pioneer institute under Devi Ahilya Vishwavidyalaya DAVV was established in 1991 to provide a new dimension to professional education. It has emerged as one of the best management schools of Central India. The Institute is located in the sprawling Takshashila campus of the University surrounded by lush green environment. The Institute offers following courses

1. Master of Business Administration (Management Science) (2YDC)
2. Master of Business Administration (Management Science) (5YDC) Integrated Programme
3. Master of Business Administration (Advertisement and Public Relations) (2YDC)
4. Master of Business Administration (Tourism Administration) (5YDC) Integrated programme
5. Bachelor of Commerce (Hons.) (3YDC)
6. Master of Business Administration (Entrepreneurship) (2YDC)
7. Master of Business Administration (Tourism Administration) (2YDC)
8. Master of Computer Application (6YDC) Integrated Programme
9. Master of Technology (Information Technology) (5YDC) Integrated Programme
10. Doctor of Philosophy (PhD) in Management
11. Doctor of Philosophy (PhD) in Computer Science

The lush green campus of the IIPS Includes an academic complex of classrooms, seminar room, an auditorium, a well-equipped library, computer labs and development center and administrative offices. The classrooms are spacious and well equipped.

IIPS has one of the finest computing environments among the management Institutions in Central India. The institute provides internet facility through Wi-Fi to the students in campus.

About MBA (MS) 2yrs

Master's in Business Administration (Management Science) was introduced by D.A. University in the year 1992 in view the increasing requirements of the industry in the post liberalization era. This program approved by AICTE has a course curriculum designed with inputs from industry experts. The course provides ample flexibility in terms of choice of electives from first semester onwards. It is designed to accelerate learning amongst students. The options of dual and single specialization offer opportunity to nurture professionals and entrepreneurs in diversified areas like Finance, Marketing, HR etc. The inputs in the form of , MRPs, summer Internship etc. add to the creativity, leadership skills and ability to work in Team.

Programme Outcome :-The two year full time postgraduate program in management aims at developing leadership qualities, business skills and managerial competencies blended with societal concern among the stakeholders. The focus of MBA (MS) program is on developing an understanding of “Management as Science”. After finishing the program students will be able to

PSO1: Develop leadership qualities, business skills and managerial competencies blended with societal concern among the stakeholders.

PSO2: Inculcate skills essential for managers i.e. decision making skills, leadership skills, communication skills and team working abilities.

PSO3: Comprehend fundamental Knowledge in –Management, Business Accounting, Financial Management, Marketing Interpersonal & Organization Behavior and Human Resource Management.

PSO4: Inculcates an attitude of compassion towards fellow beings, commitment towards work and sense of social purpose among students for becoming responsible citizens.

PSO4: Equip students to build career in Sales, Marketing, Advertising, Retail, Market Research, Equity analysts, Banking, Insurance, Consultancy, Business analyst, Selling Financial Products, managing Peoples, Performance Planning, Training and Development, HRD etc.

	Semester I		Credit	Semester II		Credit
Compulsory	FT – 101	Principles and Practices of Management	4	FT 201	Principles of Marketing Mgt.	4
Compulsory	FT – 105	Human Resource Management	4	FT 202A	Interpersonal & Org. Behaviour	4
Compulsory	FT – 107 D	Managerial Economics	4	FT 203B	Business Economics (Macro)	4
Compulsory	FT-112 A	Business Law	4	FT 210A	Research Methodology	4
Compulsory	FT – 113	Business Mathematics and Statistics	4	FT 205	Financial Management	4
Compulsory	FT -114	Soft Skills for Managers	4	FT 215	Business accounting II	4
Elective 1	FT – 102C	Business Accounting I	4	FT 206B	Quantitative Techniques For Business	4
Elective 2	FT- 116	Production & Operations Mgt.		FT 204C	IT for Business	
Compulsory	FT – 117	Lab:DataVisualisation	2	FT 216	Lab: Research Tools	2
		Total Valid Credit	30		Total Valid Credit	30
		Comprehensive Viva-Voce	04		Comprehensive Viva-Voce	04
		Total Semester Credits	34		Total Semester Credits	34

	Semester III (Group A is for Dual specialization and Group A plus B is for Single Specialization)		Credit	Semester IV (Group A is for Dual specialization and Group A plus B is for Single Specialisation)		Credit
Compulsory	FT-301E	Strategic Management	3	FT-402B	Business Ethics and Corporate Governance	4
Elective	FT302E	Decision Making Skills	3			
	FT 314B	Dissertation				
Marketing	GROUP A			GROUP A		
	FT-304MA	Integrated Marketing Communication	4	FT-416MA	Product and Brand Management	4
	FT-305MA	Consumer Behavior	4	FT-417MA	Strategies and Modeling in Marketing	4
	FT-307MA	Sales and Distribution Management	4	FT-418MA	Service Marketing	4
Finance	FT-314FA	Security Analysis and Portfolio Management	4	FT-416FA	International Finance	4
	FT-315FA	Financial Markets and Financial Services	4	FT-419FA	Taxation for Managers	4
	FT-316FA	Insurance and Banking	4	FT-418FA	Project Finance	4
HR	FT-314HA	Human Resource Development	4	FT-416HA	Performance Planning and Appraisal	4
	FT-315HA	Training and Development	4	FT-417HA	Industrial Relations and Labor Law	4
	FT-316HA	Managing People	4	FT-418HA	Organization Development	4
Marketing	GROUP B			GROUP B		
	FT-311MB	Digital Marketing	4	FT-416MB	Industrial Marketing	4
	FT-312MB	Global Marketing	4	FT-417MB	Logistic and Supply Chain Management	4
	FT-313MB	Rural and Retail Marketing	4	FT-419MB	Data Analytics	4
Finance	FT-309FB	Corporate Financial Analysis	4	FT-416FB	Bank Management	4
	FT-310FB	Financial Engineering and Risk Management	4	FT-417FB	Strategic Financial Management	4
	FT-40FP	Financial Planning and Wealth Management	4	FT-419FB	Data Analytics	4
HR	FT 311 HB	Strategic HRM	4	FT416 HB	International HRM	4
	FT 312 HB	HR Planning and Audit	4	FT419HB	Data Analytics	4
	FT 313 HB	Compensation and Reward Management	4	FT 418HB	HR Based Business Process Transformation	4
		Total Valid Credit	30		Total Valid Credit	28
		Comprehensive Viva-Voce	04		Comprehensive Viva-Voce	04
		Total Semester Credits	34		Total Semester Credits	32

FT-101 Principles and Practices of Management

Course Outcome: Student will.....

CO1: Gain an understanding of the functions and responsibilities of the manager, and providing them with necessary tools and techniques to be used in the performance of managerial job.

CO2: Examine the management theory with corresponding opportunities for application of these ideas in real world situations.

CO3: Understand the managerial functions of Assessing, Planning, Organizing, and Controlling. Both traditional and cutting-edge approaches are introduced and applied.

CO4: Understand implications of managerial action and inaction.

Course Contents

Unit I- Management: Concept and definition, Functions of Management, Principles of Management, Management skills, Evolution of Management

Unit II- Planning I: Concept and Nature of Planning, Planning Process, Implementation of Plans, Advantages and limitations of Planning.

Unit III- Planning II: Concept and Nature of Objectives, Management by Objectives Benefits and weaknesses of MBO. Types of Planning- Strategies, Policies and Planning Premises

Unit- IV- Decision Making:, Types of Decision making, Decision making process. Programmed and Non-programmed Decisions. Decision making under Certainty, Uncertainty, and Risk.

Unit V- Organizing: Nature of Organizing, Organization structure, The Span of Management and, Level of Authority, Departmentation, Line and Staff Relationship, Staffing Fundamentals

UnitVI-Directing - Nature and Purpose of Directing, Motivation Leadership and Communication

Unit VII Coordination and Control: Concept of coordination, types, process of Control, Principles or Requirements of Good Control System, Techniques of Controlling.

One case study on each unit and Comprehensive Case study

Text Readings

1. Harold Koontz, O'Donnell and HeinzWehrich, "**Essentials of Management**", New Delhi, Tata McGraw Hill.
2. R. D. Agrawal, "**Organization and Management**", New Delhi, Tata McGraw Hill, 1995.

CORE- FT- 107D Managerial Economics

Course Outcome: Student will.....

CO1: Build up a basic understanding about the basic foundation of economic concepts and tools those have direct managerial applications.

CO2: Sharpen analytical skills through integrating knowledge of economic theory with decision making techniques.

CO3: Understand competitive markets as well alternative market structures

Course Content

I- Introduction - Managerial economics – Meaning, definitions, importance, Significance, scope of managerial economics. Functions of Managerial Economist. Related disciplines & Managerial economics.

II- Demand concept- Demand:- Concept, Types, Function, Cardinal Utility Approach, Ordinal Approach, Revealed Preference Theory, Law of Diminishing managerial utility, Elasticity of Demand, Demand Forecasting

III- Production Function - Supply and Law of Supply, Production Analysis, Law of variable Proportion, Return to scale, Isoquants & least cost combination of inputs, Ridge lines and Expansion Path.

IV - Cost Concept - Cost: - Concept & Types, Short Run and Long run Cost Analysis

V - Market Structure- Price determination under different markets: - Perfect competition, Monopoly, Price discrimination under Monopoly. Monopolistic competition, Oligopoly

VI - Theory of firm: - Managerial Theories: Baumol's Sales Maximization Theory, Williamsan's Managerial Discretion Theory.

VII -Profit Planning:- Break even analysis and cost control.

Suggested Books:

- Modern Micro Economics –Koutsoyiannis, Palgrave Macmillan
 - Managerial Economics - Peterson &Levis, Pearson Education
 - Managerial Economics - P.L. Mehta, Sultan Chand & Sons
 - Micro Economics – Sundaram&Vaish, Vikas Publishing
 - Managerial Economics – D.M. Mithani, Himalaya Publishing
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CORE- FT- 113 Business Mathematics and Statistics

Course Outcome: Student will.....

CO1 will be equipped with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations

CO2 develop formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate.

CO3 comprehend basic tool kit of relevant tools which would be necessary for decision-making; to develop students' diagnostic and analytic skills through suitable logical problems to types.

Course Contents:

I – Introduction- Role of Mathematics and statistics in Business Decisions

II- Theory of Sets. Equations: Linear, Quadratic & Simultaneous Equations, Matrix Algebra, Solution of Linear Equation by Matrix method. Arithmetic Progression, Geometric Progression and Harmonic Progression.

III- Measure of Central Tendency: Mean Mode Median, Geometric Mean and Harmonic Mean.Partition Values (Quartiles, Octiles, Deciles, Percentile).

IV- Measures of Dispersion: Range Quartile Deviation, Mean Deviation, and Standard Deviation, Skewness and Kurtosis.

V- Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

VI- Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation,

VII- Theory of Probability and Probability Distribution: Binomial, Poisson and Normal Distribution.

Suggested Books

1. Business Mathematics and Statistics --Goel and Goel
 2. Business Statistics -- S C Gupta
 3. Statistics for Management -- R.I. Levin and D.S.Rubin
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CORE- FT - 112A BUSINESS LAW

Course Outcome: Student will.....

CO1: Gain knowledge of the legal environment in which a consumer and businesses operates.

CO2: Get aquatent with knowledge of legal principles.

CO3: Understand relationship between law and economic activity and awareness of legal principles involved in economic relationships and business transactions.

CO4: Build acceptable attitudes and viewpoints with respect to business ethics and social responsibilities.

Course Contents:

1. The Indian Contract Act, 1872

General principles of contract, classification of contract and key terms Essential elements of a valid contract viz., offer & acceptance competence of contracting parties, free consent, consideration, legality of object and consideration, void agreements. Performance of contracts, discharge of contract, breach of contract remedies for breach of contract. Specific contracts viz, contingent contracts, quasi-contracts, contracts of indemnity and guarantee, contract of bailment, contract of agency.

2. The Indian Partnership Act 1932

General Principles- Meaning of partnership, essential features of partnership, types of partners. Formation of Partnership-Partnership deed, registration of partnership firms, position of a minor partner, duration partnership firm, rights of outgoing partner. Rights and Liabilities of Partners- Relations of partner with each other, rights of partner, duties of partners, relation of partner with third parties.

3. The Sale of Goods Act, 1930

Introduction - Definition and essentials of a contract of sale Goods and their classification. Meaning of price Conditions and Warranties Performance of a contract of sale of goods unpaid seller and his rights Remedies for breach of contract

4. The Companies Act, 2013

Company- Meaning and definition, characteristics of joint stock companies, types of companies difference between private and public limited companies. **Promotion and incorporation of companies-**Promotion, Incorporation of companies, promoters: meaning and importance, process of incorporation: preparation contents and importance of various documents to be filed, Memorandum of Association, Articles of Association, certificate of commencement of business. **Memorandum of Association and Articles of Association-** Contents and alteration, **Capital of the company-** Share and its types, Debentures and its types, difference between shares and debentures, share certificate, share warrant and stock, **Prospects-** Meaning and definition, contents and registration of prospectus, issue and allotment of shares, **Management of Companies-** Board of Directors: Appointment, Qualifications and disqualification, powers, duties and position of directors, removals of directors, **General Principles of Meetings-** Statutory Meeting, Annual General Meetings, Extra-ordinary General Meetings, Board Meetings, **Winding-up of Companies-** Meaning and types of winding-up, provisions relating to winding-up.

5. The Negotiable Instruments Act, 1881

General Principles- Meaning of negotiable instrument, types of negotiable instruments, ambiguous instruments, maturity of negotiable instrument, payments of negotiable instruments, dishonor of negotiable instruments, provisions of sections 138 to 145.

6. The Consumer Protection Act, 1986

General Principles- Meaning & definition of various important terms. Rights of Consumers. Nature & scope of remedies available to consumers.

7. An overview of following Laws:

The Information Technology Act, 2000, Foreign Exchange Management Act, 1999, The Competition Act, 2002, Limited Liability Partnership Act, 2008, the Competition Act, 2002 the SEBI Act, 1992, Laws relating to Intellectual Property- Provisions relating to patent, copyright and trademarks and Environment Protection Laws

Suggested Books:

- Mercantile Law by S.S. Gulshan
- Elements of Mercantile Law by N.D. Kapoor
- Business Legislation for Management by M.C. Kuchhal
- Business Law by S.K. Agrawal
- *Legal Aspects of Business* by Akhileshwar Pathak

CORE- FT-105 - Human Resource Management

Course Outcome: Student will.....

CO1: Become better leaders by enhancing their effectiveness in managing human resources.

CO2: Understand the basic principles of strategic human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively.

CO3: Comprehend practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

Course Contents:

I: Human Resource Management:

Relevance and spectrum, concept and evolution, Organization of HR Department, Role, Functions of HRM, HR Policies. Emerging dimensions in HRM.

II: Acquisition of Human Resource:

Human Resource Planning- Process and Importance of HRP, Quantitative and Qualitative dimensions; job analysis – job description and job specification; Concept and sources; recruitment – selection – Concept and process; test and interview; placement induction, Turnover, Retirement, layoff, retrenchment and discharge, VRS.

III: Training and Development:

Concept and importance; identifying training and development needs; designing training programmes; role specific and competency based training; training process outsourcing; management development systems.

IV: Performance Appraisal System:

Nature and objectives; techniques of performance appraisal; potential appraisal and employee counseling; job changes - transfers and promotions.

V: Compensation:

Concept, policies and administration; job evaluation; methods of wage payments and incentive plans; fringe benefits; performance linked compensation. Maintenance: employee health and safety; employee welfare; social security; grievance handling and redressal.

VI: Career planning and succession planning.

Concept, need and process of Career planning. Difference between Career planning and succession planning. Concept, process and benefits of both types of planning.

VII: Separation :Retirement, Resignation, Lay off, Retrenchment, Discharge and Dismissal.

Suggested Books:

1. Human Resource Management Principles and Practice, P.G. Aquinas, ISBN : 8125918097.
2. Personnel Management, ArunMonappa , MirzaSaiyadain, ISBN : 0074622643.
3. Human Resource Management , V S P Rao, ISBN : 8174464484.
4. Human Resource Management, Gary Dessler,ISBN : 8131754269.
5. Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman

CORE- FT – 114 Soft Skills for Managers

Course Outcome: Student will.....

CO1: Learn various aspects of soft skills for good personality. Meaning of a personality, aspects of personality, communication for individuals and business are the areas covered in this course.

CO3: Understand the importance of soft skills in personal as well as professional life and will help students become effective communicators and develop good interpersonal skills.

Course contents:

1: Introduction to Communication-

Meaning, definitions, models, functions, Objectives of effective communication, Communication Process, Dimensions of communication, Components of Effective Communication - Conviction, confidence & enthusiasm, Barriers to effective communication.

2: Verbal Communication –

Channels of communication: formal, informal, Public speaking, making effective presentations- 4 step method for presentation, Listening (story listening, narrating and writing).

3: Interviews -

Preparing for interviews, Formal and informal interviews- ambience and polemics – interviewing in different settings and for different purposes e.g. eliciting and giving information, recruiting, performance appraisal.

4: Written communication –

Differences between spoken and written communication – features of effective writing such as clarity brevity, appropriate tone clarity, balance etc. Letter writing – business letters – pro-forma culture – format – style – effectiveness, promptness – Analysis of sample letters collected from industry – email, fax. Business and Technical report writing,- types of reports – progress reports, routine reports – Annual reports – format – Analysis of sample reports from industry – Synopsis and thesis writing e-mail and mobile phone etiquettes

5: Personality & Interpersonal communication:-

Meaning, definitions, aspects, Types of personalities, having an effective personality, Johari Window, Transactional analysis, Self-Management

6: Skills for Managerial competence –

Leadership– concepts and implication, Team Building – concepts and implications.

7: Grooming through Corporate Training-

Business Etiquette, Time Management, Conflict Management.

Note: Classroom activities and exercises would be conducted and assignments would be given as per the session requirements. The assignments would be graded as a part of the internal assessment.

Suggested Books:

1. Business Communication Today by Courtland L. Bovee, John V. Thill, Barbara E. Schatzman, Hardcover: 730 pages, Publisher: Prentice Hall
2. Communicating for Managerial Effectiveness by Phillip G. Clampitt, Paperback: 304 pages, Publisher: SAGE Publications
3. Essentials of Business Communication with Student CD-ROM by Mary Ellen Guffey, Paperback: 511 pages, Publisher: South-Western Educational

Elective-1-FT- 102C-Business Accounting I

Course Outcome: Student will.....

CO1: Acquaint concepts of accounting and help them to acquire the ability to develop and use the accounting and system as an aid to decision making.

CO2: Develop an insight about the meaning of basic accounting terms related to accounting, business management and finance.

CO3: Identify how accounting serves as a basis for careers, and the tasks associated with various accounting occupations.

CO4: Master the ability to apply the accounting cycle for different types of businesses.

Course Contents:

1. Fundamentals of Financial Accounting: Meaning and definition of accounting, Need and functions of accounting, users of accounting information, importance and limitations of accounting, Relationship of accounting with other disciplines, Accounting Principles- Concepts and Conventions, An introduction to Indian Accounting Standards.

2. Double Entry System of Accounting I: Concept and definition, Process of Accounting, types of accounts, various stages of DES accounting: Journal, Ledger, Introduction of Subsidiary Books & types of Cash Book.Trial Balance.

3. Double Entry System of Accounting II: Preparation of Final Accounts, Adjustments in Final A/cs., elementary exposure to company Balance Sheet and Annual Reports, Preparation of Final a/cs. With adjustments, Concepts of Depreciation, Numerical Problems.

4. An Overview of Financial Statement Analysis: Objectives, methods and Importance. Comparative financial statements, Common size financial statements and Trend Analysis.

5. Ratio Analysis: Significance, Calculation and Classification of Ratios: Liquidity, Activity, Leverage and Profitability Ratios, Practical Questions.

6. Cash Flow Analysis: Meaning, Importance and Relevance of Cash Flow Statement, Cash Flow analysis: Computations of cash from operations and other activities and Practical Questions.

7. Fund Flow Analysis: Importance, Limitations, and Relevance of Fund Flow Statement, Difference between fund flow and cash flow analysis, Fund Flow analysis: Preparation of schedule of changes in working capital and its utility, calculation of funds from operation and Practical Questions.

Suggested Books

1. Financial A/c. for Management by Ambrish Gupta (Pearson Education)
2. Accounting for Managers by M.E. Tukaram Rao (New Age).
3. Management Accounting by S. P. Gupta (Sahitya Bhawan, New Delhi).
4. Management Accounting by M. N. Arora.

Elective 2:FT-116-PRODUCTION& OPERATIONS MANAGEMENT

Course Outcome: Student will.....

CO1: Understand the basic method of production management techniques and eventually to develop skills in problem-solving and decision-making.

CO2: Acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management.

CO3: Reinforce the concepts of Production Management through various operational aspects of Production Management. Various important Production Management techniques will be covered with different problem-solving methodologies.

COURSE CONTENTS

- 1. Production /Operation Management-** Definition, Classification of Production Systems, Productivity defined, Manufacturing vs. service organization
- 2. Facilities layout Planning** - types, Assembly Line Balancing, Closeness Ratings.
- 3. Facilities Location-** location Decision Process, Factor Affection Location Decision, Location break Even Analysis, Location Options.
- 4. Inventory Models** - Function, Relevant Cost, Behavior of Cost in Inventory, ROP, optimum Order Quantity.
- 5. Capacity Planning** - Short Term & Long Term Consideration, Evaluating Capacity Alternatives, Cost Volume Analysis, Decision Tree/Decision Matrix.
- 6. Scheduling and Sequencing** - Scheduling in high volume system & job shops, Gantt load chart, Sequencing of jobs using priority rules and two work centers.
- 7. Maintenance** - Objectives, Preventives Vs. Break down Maintenance, Bath Tub Curve.

SUGGESTED BOOKS

1. Production & Operation Management: - S.N.Chary
 2. Operation Management: -Joseph G Monks
 3. Production & Operation Management: -S.A.Chunawala& Patel
 4. Production & Operation Management: -Buffa
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FT-117: Lab: Data Visualization

Course Outcome: Student will.....

CO1: be able to present data in table, pictorial or graphical format. Such visual presentation will help in providing better insight in decision making.

CO2: Develop the skills needed for designing of data visuals with different visual encodings, create different type of charts and maps in Excel / Tableau.

Evaluation - The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks of Lab viva/ practical.

Lab sessions will be based on following topics:

1. EXCEL BASICS: Spreadsheet Basics, Data Formatting in Excel like colors, fonts, Bullets etc, Basic Sorting and Filtering, Creating, Editing, saving and Printing spreadsheets. Sorting Data by values, colors, etc. Filtering by numbers, text, values logical functions, colors, Using Filters to Sort Data, Using Auto filter, Creating a custom AutoFilter Advance Filtering Options.
2. BASIC FORMULAE: SUM, AVERAGE, COUNT, MAX, MIN etc Text Function, Logical Functions, Date and Time Functions, Information Function, Database Functions, Math and Trigonometry Functions, Statistical Functions, Relative cell reference, Absolute cell reference
3. FUNDAMENTAL DATA ANALYSIS : Charts, Creating a chart, Formatting a chart, Adding Labels, Changing the chart type, Data source, Sorting Data by Color, Creating a custom format, Create a custom number format, Conditional Formatting, Creating Conditional Formatting, Editing Conditional Formatting, Adding Conditional Formatting, Deleting Conditional Formatting from the selected range.
4. POWERFUL DATA ANALYSIS – PivotTable, Create a PivotTable to analyze external data, Connect to a new external data source, Using the Field List option, PivotTables based on Multiple Tables, Adding Pivot table Report Fields, Refreshing Pivot table Reports, Changing the summary functions, Creating report filter page. What-IF Analysis, Goal Seek, Data Tables, Scenario Manager, Working with Macros, Display the developer Tab, Changing Macro security Settings, Recording and running a Macro.
5. TABLEAU: Choosing appropriate visual encodings – ordering of item, number of distinct value, structure of visualisation, positioning - placement and proximity, graphs and layouts, colors, size, text and typographic, shapes, lines.
6. User defined fields: Using predefined fields, calculating percentages, applying if-then logic, applying logical functions, showing totals and percentages, discretizing data, manipulating text.
7. Customization: Adding title and caption, font size and colours, adding various marks, adding reference lines, using presentation mode, adding annotation, adding drop-down selectors, search box selectors, slider selectors, creating dashboards, creating animated visualizations .

Sample Exercise Microsoft Excel-

PRACTICAL EXERCISE 1

Use the worksheet given below to answer the questions that follow:

Employee Details						
Emp No	Name	Category	Basic Pay	Allowances	Gross Pay	Tax Deductions
E8	Cornell	Assistant	4,600	300		
E9	John	Assistant	3,500	450		
E2	Francis	Supervisor	6,508	500		
E3	Edwin	Management	8,006	1,801		
E10	Carl	Assistant	4,200	100		
E4	Bernard	Management	7,917	1,775		
E5	George	Supervisor	5,500	850		
E1	Lewis	Management	8,291	2,500		
E6	Albert	Supervisor	5,700	760		
E7	Edward	Supervisor	7,151	1,545		
Tax Rate						
12%						

Questions

- (i). Make all the column titles bold, and size 12. Center the title , across columns A1:H1 and make it size 16, and Bold.
- (ii). Calculate the gross pay in cell F4.
- (iii). Calculate the amount of tax deducted from each employee, given that the tax rate is 12% of the gross pay. Tax rate is found in cell A16 of the worksheet.
- (iv). Format the text orientation in the range A4:G4 to 0 degrees.
- (v). Adjust the column width such that all the headings are visible.
- (vi). In cell H4, enter the title Net Pay and calculate the Net pay for all employees.
- (vii). Format the range G4:H13 to zero (0) decimal places.
- (viii). Format the title Net Pay to match the other titles.
- (ix). Set the range A1 to H16 as Print Area.
- (x). Using the Names in column B, Basic Pay in column D, and Allowances in column E, insert a Clustered Column Pie Chart on the same sheet to show comparison of the salaries for the employees. The Chart Title should be Employee Details, the Y-axis should be Employee Names and the X-axis should be Thousands (Kshs).
- (xi). Move the chart so that the top left corner is on cell A18.
- (xii). Change the Chart Title to Employees' Salary Details.
- (xiii). Change the Chart Type to Clustered bar with a 3-D visual effect.
- (xiv). Increase the Chart Title Font size to 14.
- (xv). Change the text direction for the title of the X-axis to 0 degrees, and for the Y-axis to -90 degrees.
- (xvi). Resize the chart such that the bottom left corner is on cell A55, while the bottom right corner is on cell I55 so that all the details are clearly visible.
- (xvii). Save the worksheet as Salary Details (Reviewed Copy).

PRACTICAL EXERCISE 2

You are in charge of a young and growing business. You have identified the various factors (sources of revenue and expenses) that influence the business as shown in the table below. Use the figures provided and the layout to create a financial projection model for the business for the next six years. The parameters are given on Sheet 2.

SHEET 1:

INCOME AND EXPENSES PROJECTIONS						
	1999	2000	2001	2002	2003	2004
Sales	10,000					
% Growth over the previous year		20%	30%	20%	10%	10%
Materials						
Wages						
Other benefits						
Others						
Total Cost of Goods Sold						
Salary: Office						
Salary: Sales						
Other Benefits						
Advertising & Promotions						
Depreciation						
Miscellaneous						
Total General & Admin. Expenses						
Total Operating Costs						
Interest on Loans						
Pre-tax Income						
Tax						
Profit						

SHEET 2:

Parameters		Description
Sales	10,000	Starts at 10,000 and grows by a percentage
Materials	17%	17% of Sales
Wages	14%	14% of Sales
Other benefits	2.1%	2.1% of Sales
Others	8%	Starts at 100, then grows by 8% yearly
Salary: Office	10%	Starts at 1,000, then grows by 10% annually
Salary: Sales	8%	8% of Sales
Other Benefits	17%	17% of Total Salary
Advertising & Promotions	2.5%	2.5% of Sales
Depreciation	20	Fixed at 20 every year
Miscellaneous	10	Starts at 10 and grows by a fixed amount of 10 annually
Interest on Loans	10	A fixed amount of 10 each year
Tax	52%	52% of Pre-tax Income

Exercise Instructions.

- (i). Open the worksheet named **Income and Expenses Projections.xls**.
- (ii). Rename Sheet1 as **Projections** while Sheet 2 should now be **Parameters**.
- (iii). Calculate the Sales for the year 2000 using the percentage given in cell **C5**.
- (iv). Copy the formula across to the Year 2004.

- (v). Calculate the different items that make up the Total Operating Costs using the parameters in the Parameters sheet.

(You should enter the formula for the Year 1999 and copy down to the year 2004. Use Absolute Referencing effectively).

Hint: Total Cost of Goods Sold = Materials + Wages + Other Benefits + Others

- (vi). Calculate the Total Operating Costs:

Total Cost of Goods Sold + Total General and Administrative Expenses.

- (vii). Calculate the Interest on Loans:

- (viii). Calculate the Pre-tax Income.

Sales – Total Operating Cost – Interest on Loans.

- (ix). Calculate the Tax.

- (x). Calculate the Profit:

Pre-tax Income - Tax.

- (xi). Format the worksheet as follows:

Make all the Totals bold, zero decimal places, comma, center the heading between A1:G1 and make it size 16, bold.

- (xii). Save the file as **C:\Exams\Creative.xls**

Sample Exercise Tableau

1. Sales Representative and Calls Performance

a) Make a visualization showing the total number of calls, separated by incoming and outgoing, for each sales representative (rep id).

b) Make a visualization showing which sales reps have the largest number of outgoing calls.

c) Make a visualization showing which sales reps handled the most calls (incoming and outgoing) at the time block starting at 2pm.

Make a dash board (DASHBOARD A) containing all three of these visualizations.

2. Company Sales Branches Comparison

Your CEO wants to have one chart that allows her to easily comprehend how many calls each branch of the company has, broken out by the type of call (call purpose). You are to make four visualizations to put in a dashboard (DASHBOARD B) to show your manager (one of which you'll end up showing the CEO). Describe which of the four you think is best and why and include it as an annotation on that visualization.

a) One focused on call purpose (Bar Chart, 3 groups: complaint, product support, sales support)

b) One organized by Branch (Bar Chart, 2 groups: north, south)

c) Call purpose Stacked Bar Chart (combining two branches into same stacked bar)

d) Branch focused Stacked Bar Chart (combining three call purposes into same stacked bar)

3. Call Time and Sales Rep Filtering

Display the number of calls each sales rep makes. Build a quick filter that controls which of these results are displayed based on the value of SUM(During Call Wait Time). Make the filter 10 (minutes) wide (you can set exact values by clicking on numbers). Now drag the filter (via mouse down in middle of bar) through the range of waiting minute values. Create a dashboard (DASHBOARD D) to record all the times that you can find where there are ONLY TWO sales reps matching the filter condition and shown in the visualization (e.g. Cam and Xander both have 24 calls when During Call Wait Time minutes is between 65 and 75).

FT-201: PRINCIPLES OF MARKETING MANAGEMENT

Course Outcome: Student will.....

CO1: Have an exposure to marketing concepts, tools & techniques and help them to develop abilities and skills required for the performance of marketing functions.

CO2: Be introduced the aspects of marketing including strategic marketing planning, marketing research, product planning and development, promotion planning and pricing.

CO3: Understand of the theories and practical application of the marketing mix variables.

COURSE CONTENTS

- 1. Marketing Concepts:** Customer Value and Satisfaction, Customer Delight, Orientation of Marketing Concepts: Production Concept, Product Concept, Selling Concept, Marketing Concept and Societal Marketing Concept, Value Chain.
- 2. Understanding the Marketing Environment:** Scanning the Environment, Micro-Environment, Macro-Environment.
- 3. Marketing Segmentation, Targeting and Positioning:** Market Segmentation, Bases of Market Segmentation, Requirements of Effective Segmentation, Evaluating the Market Segments, Market Targeting: Undifferentiated Marketing, Single Segment and Multi-Segment Structures, Concept of Positioning.
- 4. Consumer Behavior:** Model of Consumer Behavior, Factors Influencing Buyer Behavior, Decision-Making Process in Buying.
- 5. Marketing Research:** Meaning and Process.
- 6. Elements of Marketing Mix:**
 - **Product Decision:** Objectives, Core, Tangible and Augmented Products, Product Classification, Product Mix, Product Life Cycle and Strategies, New Product Development Process, Introduction and Factors Contributing to the Growth of Packaging, Introduction of Labeling.
 - **Pricing Decisions:** Factors affecting Price, Pricing Methods, Price adaptation Strategies.
 - **Distribution Decisions:** Importance and Functions of Distribution Channels, Considerations in Distribution Channel Decision, Distribution Channel Members, Intensity of Distribution, Channel Conflict and Channel Management.
 - **Promotion Decisions:** A view of Communication Process, Developing Effective Communication, Promotion Mix Elements.
- 7. Emerging Trends in Marketing:** An introduction to Internet Marketing, Multilevel Marketing, CRM, Green Marketing, Social Media Marketing, Rural Marketing, Experiential Marketing and Event Marketing.

SUGGESTED BOOKS

- Philip Kotler, Principles of Marketing Management, New Delhi, Prentice Hall of India.
- Ramaswamy and Namakumari, "Marketing Management", Macmillan India.
- Rajan Saxena, "Marketing Management", Tata McGraw Hill.

FT-202A: INTERPERSONAL AND ORGANISATION BEHAVIOUR

Course Outcome: Student will.....

CO1: Gain the intricacies of individual behavior in order to function effectively and efficiently in the organization.

CO2: Learn potential sources of conflicts which will make their careers interesting and enjoyable.

CO3: Revitalize organizational theory and develop a better conceptualization of organizational life.

COURSE CONTENTS

1. **Introduction to Organization Behavior:** Definition, Model, Variables. Foundation of Individual Behavior: Biographical Characteristics, Ability, Personality.
2. **Perception:** Definition, Factors affecting perception, process, social perception, perceptual barriers. Learning: Meaning, Definition, Types, Theories of learning, Reinforcement, Techniques of Reinforcement, Punishment.
3. **Values & Attitudes:** (i) Value importance, source types (ii) Attitudes- source, types, and theory, Motivation: Definition, Process, Process Theories, Content Theories, Motivation Applied- MBO, OB Mod, Goal Setting & Job Design
4. **Job Satisfaction:** Meaning, Factor Affecting JS & Outcomes of JS, Job Stress: Meaning, Causes, Effect and Coping Strategies.
5. **Group Dynamics:** Definition, Types, Reason for joining groups, group Development, Group Structure. Power & Policies: Definitions, Social Influence, and Tactics of SI. Individual Power, Bases Of Power.
6. **Interactive Behavior & conflict:** Intra- Individual conflict- Conflict due to frustration, Goal conflict, Role conflict, Interpersonal conflict- transactional Analysis, Johari Window, Inter-group Behavior, Managing conflict.
7. **Organization Culture:** definition, Type, Creating& Sustaining, Organization Change & Development: Reason for Change, OD Technique.

SUGGESTED BOOKS

1. Organization Behavior-Stephen Robbins
2. Organization Behavior-Kamran Sultan
3. Organization Behavior-Fred Luthans
4. Management of Organization Behavior-Paul Hersey & K.H. Blanchard
5. Organization Behavior-Nelson & Quick

FT-203B: BUSINESS ECONOMICS (MACRO BASED)

Course Outcome: Student will.....

CO1: Identify economic concepts and theories related to the behavior of economic agents, markets, industry and firm structures, legal institutions, social norms, and government policies.

CO2: Able to integrate theoretical knowledge with quantitative and qualitative evidence in order to explain past economic events and to formulate predictions on future ones.

COURSE CONTENTS

- 1. Introduction** - Macro Economic analysis, Micro and Macro Economics, goals of macro economic policies, stock and flow variables, exogenous and endogenous variables, and EX- ANTE and EX-POST concepts.
- 2. Measurement of Macro Economic Aggregates** - National Income and its variants, Real & Nominal GDP, Measures of national products and methods used, National income and Economic welfare, National income in India, its composition, trend & structural analysis, National income determination models under open and closed economy Aggregate demand and supply, Calculation of multiplier, simple investment multiplier, government expenditure, tax, balanced budget and foreign trade multiplier, Super multiplier, limitations of multiplier.
- 3. Consumption & Savings function** - Keynes' psychological law of consumption, Post Keynesian income consumption hypothesis, Trends of consumption and savings in Indian economy. Investment, its types, factors affecting investments, MEC and factors affecting MEC, Accelerator principle. Investment trends in Indian economy, measures to stimulate public and private sector investment in India.
- 4. Money and Inflation** - Money and its role, measures of demand and supply of money, money multiplier, interest rate and IS- LM framework, Types of inflation, Inflationary gap, causes and consequences of inflation, Philips curve, Reflation, Deflation; trends and measurements of inflation in Indian Economy.
- 5. Monetary and Fiscal Policies** - Objectives and Instruments of Monetary and Fiscal Policies, Analysis of the policies in Indian Economy.
- 6. Basic Macro Economic concepts for Open Economy** - Balance of Payments, Current and Capital account, Official reserve account, Balance in BOP, Analysis of India's BOP Position.
- 7. Business Cycles** - Concept and phases of Business cycles, Monetary and Non Monetary theories of business cycles.

SUGGESTED BOOKS

1. G. Mankiw- Macro Economics
2. Dornbusch & Fischer- Macro Economics, 9th Edition
3. Fred Gothiel – Principals Of Macro Economics
4. Edward Shapiro – Macro Economic Analysis
5. Sunil Bhaduri – Macro Economics
6. M.C. Vaish – Macro Economics
7. M.L. Seth- Monentry Economics

FT-205: FINANCIAL MANAGEMENT

Course Outcome: Student will.....

- CO1: Enhance the understanding of the fundamental concept of managing financial aspect of organizations.
CO2: Gain systematic, efficient and actual knowledge of financial management that can be applied in practice.
CO3: Learn making financial decisions and resolving financial problems.

COURSE CONTENTS

- 1. Financial Management: An Introduction** - Concept and Nature of Financial Management, Goals of Financial management, Scope of Finance. Organization of Finance Function, Relationship of Finance Function with other disciplines, Role and Functions of Finance Manager. Concept and Utility of Time Value of Money, Future and Present Value of a Single Cash Flow, Multiple Flows and Annuity. Compounding and Discounting Techniques, Numerical Problems.
- 2. The Management of Working Capital** - Introduction, Concept and Classification of Working Capital, Working Capital Financing, Nature & Concepts, Management of Receivables, Cash and Inventory. Planning for Working Capital Management, Determinants of Working Capital, Estimation and Calculation of Working Capital, Numerical Problems, and Composition of ST Financing.
- 3. Long Term Sources of Finance and Leverage Analysis** - Concept, Debt and Equity, Equity and Preference Shares, Debentures, Term Loans, etc. Lease. Concept of Leverage, Operating Leverage, Financial Leverage, and Combined Leverage. Importance of Leverages, Relationship of Leverages with Capital Structure, EBIT-EPS analysis, Indifference point. Numerical problems (Leverage Ratio).
- 4. The Cost of Capital** - Introduction, Concept, Definition & Importance, Assumptions, Cost of Debt, Cost of Preference shares, Cost of Equity, Weighted Average Cost of Capital. Numerical Problems.
- 5. Capital Structure and Valuation:** Introduction, Concept & Definitions, Capital Structure Theories- assumptions, Valuation of Firms- NI Approach & NOI Approach, Optimum Capital Structure, MM Approach.
- 6. Capital Budgeting:** Introduction, Importance, Difficulties and kinds of CB Decisions, Basic Data Requirements- Identifying relevant cash flows, Basic Principles in estimating cost and benefits of investments. Appraisal Criteria's; DCF and Non DCF Methods for Evaluating Projects, Evaluating Mutually Exclusive and Independent Proposals. Evaluating projects with unequal life and capital ratios.
- 7. Dividend Decision** - Dividend & valuation- an introduction, Irrelevance of Dividends- MM Hypothesis, Relevance of Dividends- Walter's Model & Gordon's Model, Numerical Problems, factors determining Dividend Policy, Cash Dividend Vs. Stock Dividend, Legal, Procedural & Tax Aspects.

SUGGESTED BOOKS

1. Financial Management Text & Problems by M Y Khan & P K Jain
2. Financial Management, I M Pandey
3. Fundamental of Financial; James C Van Horne & John M Wachowicz, Jr
4. Financial Management by A K Dhagat, Dreamtech Press

FT-206B: QUANTITATIVE TECHNIQUES FOR BUSINESS

Course Outcome: Student will.....

CO1: develop a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate, to introduce some widely-used mathematical models.

CO2: comprehend quantitative technique for business models which will provide a tool that the students can use to solve management problems.

COURSE CONTENTS

- 1. Meaning of Operations Research** - Characteristics of OR, Scope of Operations Research in management, Methodology of OR, Advantages and Limitations of OR.
- 2. Introduction to Linear Programming** - Meaning of linear programming, Mathematical formulation of linear programming problems, Assumptions Solution of linear programming problems by graphical methods, Exercises.
- 3. Simplex Method for Linear Programming Problems** - Maximization Problems, Exercises. Minimization Problem (Big-M Method), Exercises. Problem of mixed constraints, Infeasibility, unboundedness, degeneracy, Duality in linear programming problems.
- 4. Transportation Model** – Introduction, Mathematical Formulation of Transportation problems, Initial basic feasible solution using N-W corner method, Row Minima Method, Column Minima Method. Matrix, Minima Method, Vogel's Approximation method (VAM), Exercises. Optimization (Minimization and Maximization) of Transportation Problems using Stepping Stone Method and MODI Method, Exercises. Unbalanced problem and degeneracy in transportation problems, Transportation problem – Maximization type.
- 5. Assignment Problem:** Introduction, Solution of Assignment Problem, Maximization and Minimization case in Assignment problem using Hungarian Method, Unbalanced Assignment Problem.
- 6. Network Scheduling Techniques: PERT & CPM** – Introduction, Managerial applications, CPM/PERT Network Components, Rules of Network Construction, Critical Path Analysis, Critical Path. **Programme Evaluation and Review Technique (PERT)** - Three time Estimates for PERT, Estimate of Probability, Distinction between PERT and CPM.
- 7. Queuing Theory** – Introduction, Scope in management and decision-making, Characteristics of Queuing Models, Deterministic models, Probabilistic Models: M/M/I & M/M/C.

SUGGESTED BOOKS

1. Quantitative Techniques by N.D. Vohra, Tata McGraw Hill
2. Quantitative Analysis to Management by Richard I. Levin, David S. Rubin, Prentice Hall of India
3. Operations Research by Prem Kumar Gupta, D.S. Heera
4. Operations Research by Hamdy. H. Taha
5. Operations Research by Hira & Gupta, S Chand & Company
6. Quantitative Techniques for Managerial Decision Making by Shrivastav, Shenoy & Sharma, Wiley Eastern Limited.

FT-210A: RESEARCH METHODOLOGY

Course Outcome: Student will.....

CO1: Develop basic concept and methods for conducting Business research.

CO2: Identify the overall process of designing a research study from its inception to its report which includes plan; review of the literature, data collection; analysis of data; interpretation of data and reporting of findings.

COURSE CONTENTS

1. **Research Methodology Introduction:**

Meaning and purpose of research; objective of research; types of the research; process of research; research methods v/s methodology; research proposal; limitation of research; research terminology- concepts, variables, constructs, operational definitions, propositions & hypothesis, theory, models etc.

2. **Research design:**

Selection and definition of problem, survey of literature, different research designs, feature of good research design

3. **Sampling Design:**

Concept of sampling; Sampling terminology; Objective and principles of sampling, Types of sampling, Sampling and non-sampling errors.

4. **Data Measurement and Collection**

Data type, Measurement scale, Attitude measurement scale, Questionnaire design, Validity and reliability of a research instrument; Method of collecting data and their advantages and disadvantages.

5. **Data Analysis I:** Introduction to SPSS (Statistical Package for the Social Sciences) application; Data Management, Preparation and descriptive analytics using spreadsheet and SPSS. Visualization, exploration and extracting data summary statistics and their interpretation.

6. **Data Analysis II:** Hypothesis testing: Review of Concept, methodology, types of errors, important parametric and non parametric tests.

7. **Report Writing And Presentation:**

Significance of report writing, Steps in report writing, Layout of report, Precaution in writing research reports, Writing bibliography.

Books

1. Donald r Cooper and Pamela S Scheindler, Business Research Methods, Tata McGraw Hills
2. K N Krishnaswami, A L Sivakumar and M Mathirajan, Management Research Methodology, Pearson Education.
3. Darren George and Paul Mallery, SPSS for Windows, Pearson Education.
4. Hair etc, Multivariate Data Analysis, Pearson Education.
5. Panneerselvam,R., Research Methodology, Prentice Hall of India Pvt. Ltd.
6. Kothari, C.R., Research Methodology - Methods and Technique, New Age International Publishers

Elective 2- FT-204C: IT FOR BUSINESS

Course Outcome: Student will.....

CO1: Understand Basics of computer and IT and there use in business.

CO2: Prepare students to integrate computers and computing techniques within their business degree programs,

CO3: Use of system software and application software and the role of computers in database management systems and management information systems.

UNIT 1: Introduction to Information Technology:

Introduction to Information Technology, computer hardware, software and its languages. Internet and Networking types and devices, IT architecture, Types of browsers and search engines.

UNIT 2: IT for Business Organization:

Significance of IT, Importance of MIS, use of different types of MIS software's (ERP, SAP etc). Data base management and its Role.

UNIT 3: E-Business Basics:

Fundamentals of E-Business, Introduction to e-commerce and its types, E-business v/s E-commerce, E-business framework, E-business applications, business models.

UNIT 4: Drivers of E-business:

M-commerce, Cloud Computing, Big Data and Analytics, Social Media, Internet of Things (IOT).

UNIT 5: E-Business and EDI:

EDI applications in Business, EDI: legal, security and Standardization, EDI Framework, EDI Software and its Types, Value added Networks, Digital Business Support Services, e-CRM, e-SCM, e-Banking, M-Banking.

UNIT 6: Digital Marketing and Digital Advertising:

Definition ,Scope, Digital Vs Traditional Marketing , Types of Digital Marketing(SEO, SEM, Social Media Marketing, Affiliate Marketing etc), Paid and sponsored advertising models (Search Engine Models), Social Media Models, e-Commerce Platforms etc), Search Engine Analytics.

UNIT 7: Digital Transactions:

Concept of e-payment, types of e-payments, token based payment, smart card,visa card, Dr/Cr card payment system. Security Threats and Cyber Crimes, IT act 2000 and onwards, Cryptography.

Suggested Books:

1. E-Commerce by Kenneth C. Laudon,Carol Guercio Traver, Pearson Education
2. E-business and E-commerce Management by Dave Chaffey, Pearson Education.
3. Fundamentals of Information Technology (Text Book), Alexis and Mathews Leon.
4. Internet Marketing by Judy Strauss and Raymond Frost, Pearson Education Publications

FT-215 BUSINESS ACCOUNTING-II

Course Outcome : Student will.....

CO1: Acquaint concepts of Cost accounting and Management Accounting and acquire the ability to develop and use the accounting as an aid to decision making.

CO2: Develop an insight about cost sheet, marginal costing and absorption costing.

CO3: Master the ability to apply concept of BEP and budgeting.

Course Contents:

1. INTRODUCTION TO COST & MANAGEMENT ACCOUNTING:

Concept of Cost, Classification of Cost, Elements of Cost, Need for Cost accounting, Advantages and Limitations of Cost Accounting, Installation of Cost Accounting system, Cost Reduction, Cost Control and Cost Management. Introduction to Management Accounting, Need, Importance and Limitations of Management Accounting, Difference between Management, Cost & Financial Accounting.

2. PREPARATION OF COST SHEET:

Classification of Cost and Elements of Cost, Cost Centre and Cost Unit, Preparation of Cost Sheet and Estimated Cost Sheet.

3. INTRODUCTION TO MARGINAL COSTING & ABSORPTION COSTING:

Concept of Marginal Costing & Absorption Costing, Distinction between Marginal Costing & Absorption Costing, Income determination between Marginal Costing & Absorption Costing, Difference in Profit under Marginal Costing & Absorption Costing, Practical Questions.

4. CVP & BEP ANALYSIS:

Assumptions underlying Break-even Analysis, Contribution, Marginal Cost equation, Margin of Safety, Profit Volume Ratio, Methods of Break-even Analysis, Practical Questions.

5. BUDGETARY CONTROL:

Meaning of Budget and Budgetary Control, Objectives of Budgetary Control, Essentials of Effective Budgeting, Types of Budgets: Functional Budgets, Master Budget, Fixed and Flexible Budget, Preparation of Budgets and Practical Questions.

6. AN OVERVIEW OF STANDARD COSTING & VARIANCE ANALYSIS:

Meaning of Standard Cost and Standard Costing, Standard Costing Vs Budgetary Control, Preliminaries in establishing a System of Standard Costing, Variance analysis.

7. COST ANALYSIS FOR DECISION MAKING MAKE OR BUY DECISIONS:

Suggested Books

1. Financial A/c. for Management by Ambrish Gupta (Pearson Education)
2. Accounting for Managers by M.E. Tukaram Rao (New Age).
3. Management Accounting by S. P. Gupta (SahityaBhawan, New Delhi).
4. Cost Accounting- Principles & Practice by M.N.Arora (Vikas Publishing House, New Delhi)

References: Practical Costing by P.C.Tulsian

Practical Costing by Khanna, Pandey, Ahuja & Batra

FT-216: LAB:-RESEARCH TOOLS

Course Outcome: Student will.....

CO1 The Studenty will learn basic data analysis with statistical software.

CO2 Students will learn how to enter data, define variables, and perform variable manipulation and transformation.

CO3 Student will also learn how to use statistical software to analyze data.

Evaluation - The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks of Lab viva/ practical.

Course Contents:

Unit 1

Introduction to SPSS: New file creation, The SPSS Milieu, Toolbar, Menu bar, Creating a Data File, Variable Label, Variable Type, Value Labels, Missing Values.

Unit 2

Descriptive Statistics and Reliability Test

Unit 3

Paramatric Test T-Test ANOVA Factor and Clustor Analysis, Correlation and Multiple Regressions

Unit4

Non-paramatric Test-Chi square test, Mann-Whitney U test, Kruskal-wallis Test

Unit 5: Introduction to R, Stata, E review

References

1.SPSS for Researcher by S.L Gupta and Hitesh Gupta

2.IBM SPSS Tutorial

https://www.ibm.com/support/knowledgecenter/en/SSLVMB_23.0.0/statistics_spsstut_project_ddita-gentopic1.html

FT-301E: STRATEGIC MANAGEMENT (CORE)

Course Outcome: Student will.....

CO1: Comprehend integrative model of strategic management process that defines basic activities in strategic management.

CO2: Acquire the knowledge and abilities in formulating strategies and strategic plans.

CO3: Be able to analyze the competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement.

CO4: Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

COURSE CONTENTS

Unit 1: Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organizations; Strategic Decision– Making Processes – Rational–Analytical, Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management; Strategists at Corporate Level and at SBU Level; Interpersonal, Informational and Decision Roles of a Manager.

Unit 2: Mission, Business Definition and Objectives; Need, Formulation and changes in these three; Hierarchy of objectives, Specificity of Mission and Objectives.

Unit 3 :SWOT Analysis: General, Industry and International Environmental Factors; Analysis of Environment, Diagnosis of Environment – factors influencing it; Environmental Threat and Opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting these; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).

Unit 4: Strategy Alternatives: Grand Strategies and their sub strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations.

Unit 5:Strategy Choice Making: Narrowing the choices; Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.

Unit 6: Strategy Implementation: Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting.

Unit 7: Strategy Evaluations and Control: Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

Suggested Books:-

1. Lawrence R. Jauch and William F. Glueck, “Business Policy and Strategic Management”, McGraw Hill Book Co., New York.
2. “Strategic Management”, Dreamtech Press, New Delhi
3. Strategic Management by VSP Rao and Harikrishna
4. Strategic Management by Upendra Kochru.
5. Daniel J. McCarthy, Robert J. Minichiello, and Joseph R. Curran, “Business Policy and Strategy” Richard D. Irwin, AITBS, New Delhi, 1988

ELECTIVE- 1

FT-302E: DECISION MAKING SKILLS

Course Outcome: Student will.....

- CO1: Recognize personal barriers to problem solving and have identified a way to overcome these barriers
CO2: Understand the problem solving process and models including the IDEAL model
CO3: Understand team synergistic problem solving and decision making
CO4: Be aware of the individual and team behaviours when teams are problem solving as a group
CO5: Understand the role of creativity when faced with challenges that require new thinking. Use structured tools and techniques for solving problems including force field analysis
CO6: Understand the impact of your circle of influence when dealing with problems and the benefits of a proactive approach to both yourself and to others
CO7: Be able to apply a creative approach to generating options to help make the most appropriate decision.

COURSE CONTENTS

Unit 1: Introduction to Decision Making - Types of decisions, Art or Science

Unit 2: Theories to decision making, SWOC Analysis, Thompson's matrix. Porter's five forces model, Mc Kinsey 7S model. PEST model

Unit 3: Integrated Decision Making Process – Identifying the need, Means for deciding, possible options, trade offs

Unit 4: Types of Problem Solving Behavior.

Unit 5: Intervening variables in decision making.- Internal & External

Unit 6: Implementing Decisions – Communication and Acceptability of decisions, long term impact assessment

Unit 7: Group Decision making – Various stakeholders, collective bargaining process

Suggested Books:-

1. Agarwal, R. D. Organization and Management. Tata McGraw-Hill Education. (1982).
2. Harold Koontz; Cyril O'Donnell ,Principles of management; an analysis of managerial functions, New York, McGraw-Hill
3. J Frank Yates, Decision Management, University of Michigan Business School, Wiley , India Edition

ELECTIVE 2 – FT-314B DISSERTATION / INDUSTRIAL PROJECT

About Dissertation & it's Benefits

Dissertation is an opportunity offered to selected students where they conduct an indepth research on any topic of their choice. The Dissertation helps the students in number of ways:-

- **Nurtures academic insight** - The classroom teaching has certain limitations in terms of depth of subject that can be covered. Dissertation provides the student scope to explore the topic of choice in greater details. Exposure to an area of research undoubtedly also helps students explore career fields.
- **Enhances Observation skills** - The skill of research is not confined to the so-called academic research world. Research is an everyday practice of observation or data collection in order to make decisions or solve problems in an informed way. It happens in any organization, and the demand for research skills are increasing.
- **Enhances inquisitiveness** - The ability to ask the right questions about a situation, to decide on the information required understanding the issue, to gather the information and analyse it in a rigorous way, and to develop sound recommendations is a much-needed skill for leaders. Dissertation helps in equipping MBAs with such skill, which helps them in decision making.
- **Out of class learning** - The capacity of leaders to keep learning and to discover new insights has increasingly become a sought-after skill. This demands formal research initiatives by practitioners and it also requires the ability to listen intelligently to the information signals emitted from everyday activities, from inside as well as outside the organisation – and to learn from these. Dissertation helps build up on these skill sets.
- **Accentuation of Integrated thinking** - Organizations need leaders who can rise above the paradigms of their own functional expertise; leaders who can see the bigger picture. Dissertation helps the students to put his learning in a proper perspective and gain a holistic view of all functional areas.

All these qualities do offer an indirect benefit to the student during campus recruitment

Prerequisites

A student becomes eligible for Dissertation if he scores a CGPA of more than 7.00 till semester II. Dissertation is assigned only to top 20 percentile of the students of the class.

Mentoring

Each of the students is assigned a research supervisor from the faculty members on the basis of topic selected by the student. The student gets an opportunity to interact with him/her regularly on a one to one basis.

Best Project Award

The best dissertation is selected from each functional area, i.e. Finance, Marketing and HR. The selected project is awarded a certificate during the passing out ceremony of the batch.

FT-304MA

INTEGRATED MARKETING COMMUNICATION

Course Outcome: Student will.....

CO 1 – Understand the concept of Integrated Marketing Communication and its role in Marketing

CO 2– Discuss various components of IMC campaign

CO 3 – Comprehend role of advertising and Public Relations in IMC

CO 4 – Comprehend role, tools and importance of sales promotion in today's era as IMC component

CO 5 – Comprehend role and tools of Direct Marketing in IMC

CO 6 - Understanding influence of Personal Selling on customer and its importance in IMC

CO 7 – Explain the role of unconventional media and tools in communication

CO 8 – Discuss the importance of issues affecting International marketing Communications

COURSE CONTENTS

Unit 1: Introduction to Integrated Marketing Communication: The Promotional –Mix, Role of Marketing Communications in Marketing, Evolution and Importance of Integrated Marketing Communication, An overview of IMC components, Understanding the Communication process - Consumer Response Hierarchy, FCB planning Model, Budgeting and IMC campaign coordination

Unit 2: Advertising as an IMC Tool: Advertising concept, Advertising campaign, advertising objectives, Media Types and Message Strategy and coordination of Advertising with other IMC tools

Unit 3: Public Relations and Publicity: The concept, Types of Public Relations and Tools of Public Relations

Unit 4 :Sales Promotion as an Integration tool: Importance and growth of Sales promotions, Objectives and Sales Promotions Types, Risks of Sales Promotions

Unit 5: Direct Marketing and Personal Selling : Direct Marketing- importance and applications , tools of direct marketing ; Personal Selling- Role of Personal Selling, Personal Selling Process, Personal Selling as an individual communication tool as compared to other communication mediums

Unit 6: Events sponsorships: Meaning, Reasons of growth of sponsorships, Types of sponsorships : Unconventional Promotional Media: Word-of-Mouth Advertising, In-film promotion, Social Media Marketing,

Unit 7: International Marketing Communication: Role of international marketing communication in international marketing, Cultural and other differences, Global Vs. localized marketing communications

Suggested Books:

1. Advertising and Promotion: An IMC perspective- Belch and Belch, Tata McGrawHill
2. Advertising and Promotions: An IMC Perspective- Kruti Shah and Alan D'Souza, Tata McGrawHil
3. Wells, W. D., Moriarty, S., & Burnett, J ,Advertising: Principles and Practice. New Delhi: Pearson Education India.
4. Clow, K. E., & Baack, D, Integrated advertising, promotion and marketing communication. New Delhi: Pearson Education India.
5. Aaker, A. D., Batra, R. & Myers, J. G. , Advertising Management, 5th Edition. Pearson Education India.

FT-305MA CONSUMER BEHAVIOUR

Course Outcome: Student will.....

CO1: Understand what consumer behavior is and the different types of consumers

CO2: Understand the relationship between consumer behavior and the marketing concept, the societal marketing concept, as well as segmentation, targeting and positioning

CO3: Understand the relationship between consumer behavior and customer value, satisfaction, trust and retention

CO4: Understand how new technologies are enabling marketers to better satisfy the needs and wants of the consumers

COURSE CONTENTS:

Unit 1: Introduction to the study of consumer behavior: Nature, Scope and application.

Unit 2: Environmental influences on consumer behavior-I : Cultural, Social, Personal, Family, and situational influences, opinion leadership and life style marketing, characteristics of culture, cross-cultural understanding, nature of social class, social class and consumer behavior.

Unit 3: Environmental influences on consumer behavior- II : Nature and significance of personal influence, marketing implications of personal influence, significance of family in consumer behavior and family life cycle, Opinion leadership forms.

Unit 4: Consumer as an Individual: Involvement and Motivation, Knowledge, attitude, perception, values, personality, learning and life style, Dimensions of involvement and its marketing implications, nature and role of motive, classifying motive, characteristics, functions and sources of attitudes, Attitude theory and model, Characteristics and classification of learning, Personality theory and application, Psychographics, Consumer Gifting Behavior.

Unit 5: Consumer Decision Process: Pre-purchase Process, Information Processing, Purchase Processes, Consumer Decision Rules, Post – Purchase Processes: Framework, Dissonance, Satisfaction / Dissatisfaction.

Unit 6: Consumer Behavior Models: Nicosia Model, Howard Sheth Model, Engel-Blackwell and Miniard Model, Family Decision Making Model

Unit 7: Organizational Consumer Behavior: Difference between consumer and organizational buying behaviour, factors influencing organizational buying behaviour.

Suggested Books:- :

1. Consumer Behaviour, 10th Ed., Schiffman Leon G, Kanuk Leslie Lazar, Ramesh Kumar, S., Pearson Education, UP, India
2. Consumer Behaviour 10th Ed, Blackwell Roger D., Miniard Paul W, Engel James F., Thompson Southwestern.
3. Consumer Behaviour: Building Marketing Strategy, 9th Ed.Hawkins Del I, Best
4. Roger J,Coney Kenneth A., Mookerjee Amit ,Tata McGraw Hill, New Delhi, India

FT-307MA
SALES AND DISTRIBUTION MANAGEMENT

Course Outcome: Student will.....

CO 1: It helps to achieve organizational goals and objectives by focusing on the aim and planning a strategy regarding achievement of the goal within a timeframe.

CO 2: Sales team monitors the customer preference, government policy, competitor situation, etc., to make the required changes accordingly and manage sales and distribution network.

CO3: By monitoring the customer preference, the salesperson develops a positive relationship with the customer, which helps to retain the customer for a long period of time.

COURSE CONTENTS:

Unit 1: Introduction to sales management – Concept of sales, Role of sales management in Marketing, Steps in designing and managing a sales force, Managing the sales force, sales strategies, Methods of selling.

Unit 2: Theories of sales management: AIDAS theory, right set of circumstances theory, buying formula theory, behavioral equation theory.

Unit 3: Personal selling function –Concept, objective, role of Personal selling in marketing mix, Process of Personal Selling, types of sales job.

Unit 4: Sales organizing ,Sales Forecasting, Quota and Territory Management – overview, purpose and concept of sales organization, developing a sales organization, Concept and techniques of sales forecasting, importance of sales quota, territory management, sales budget concept and techniques.

Unit 5: Operational sales Management: Recruitment Sources, Selection procedure, Sales force training, Compensation and Motivation of sales force, purpose of motivation, various modes of compensating the sales force, Model of the motivation process, factors affecting salespersons motivation.

Unit 6: Monitoring and Performance Appraisal: Principles of sales evaluation, evaluating Performance standards, field sales reports

Unit 7: Distribution: Introduction, objectives of channels of distribution, Flows in channels of Distribution, Patterns of Distribution, Management of channels, Managing cooperation, conflict and competition, Channel structure and design –Channel management – Channel decisions, Factors in selection of Distribution channels, Motivation of intermediaries, horizontal and vertical marketing system, Distribution Analysis, Control and Management: concept of physical distribution, order processing, warehousing, EDI and SCM, Scope of control, Tools for control, Kinds of control devices.

Suggested Books:

1. Sales and Distribution Management; Text and cases – Krishna K Havaldar & Vasant M Cavale
2. Basics of Distribution Management; Kapoor & Kansal
3. Sales Management- Decisions, strategy and Cases- Cundiff and Govni

FT-311MB

DIGITAL MARKETING

Course Outcome: Student will.....

- CO1: Identify the basic understanding of digital marketing
- CO2: Differentiate between Traditional Marketing and Digital Marketing.
- CO3: Understand the strategies used in digital marketing environment.
- CO4: Students must understand difference between Inorganic and Organic Content.
- CO5: Develop basic understanding of Search Engine Optimisation.
- CO6: Know the various Advertisement formats used in digital marketing

Course Contents:

Unit 1: Introduction and Fundamentals of Digital Marketing :

Definition, Scope, Advantages & Disadvantages, Process , Digital Marketing Vs Traditional Marketing , Functions and Responsibilities of Marketing Managers, Timeline and changes in Digital Marketing , Future of Digital Marketing

Unit 2: Content Creation Management and Curation:

Inorganic V/s Organic content, understanding of content marketing basics. classification of content channels (Video, Blog, website, articles, columns etc) , content curation.

Unit 3: Traditional Channels of Digital Marketing :

Search Engine Optimization, Social Media, Search engine marketing, Email Marketing.

Unit 4: Collective channels of Digital Marketing :

Mobile Specific , Inbound and Outbound Marketing, Affiliate Marketing, Influencer Marketing

Unit 5 : Paid and Sponsored Advertising Models:

Paid Ads on Search Engines, Paid Ads on Social Media, Paid Ads on e-commerce Platforms, Video Ads, Branded Content

Unit 6: Understanding of Analytics:

Search Engine Analytics , Social Media Analytics and Insights , Advertising Analytics, Vanity Metrics and Actionable Metrics

Unit 7: Case Study and Practical using analytical tools using Google analytics, facebook analytics)

Suggested Books:-

1. Digital Marketing For Dummies by Russ Henneberry and Ryan Deiss
2. The New Rules of Marketing and PR: 6th Edition by David Meerman Scott
3. Hit Makers: The Science of Popularity in an Age of Digital Distraction by Derek Thomson, 2017

Web Reference:

- 1 www.searchengineland.com
- 2 www.searchenginejournal.com
- 3 www.socialmediatoday.com
- 4 www.business2community.com

FT-312MB

GLOBAL MARKETING

Course Outcome: Student will.....

CO1: Discuss the various phases in the evolution of Global Marketing.

CO2: Define and distinguish between marketing, foreign marketing, international marketing, and global marketing; marketing management and international marketing management.

CO3: Discuss the various factors that limit standardization of global marketing strategies.

CO4: Discuss the major players in the global markets and Assess the importance of studying global marketing and in having a global mindset.

COURSE CONTENT:

Unit 1: Introduction to International Marketing: Definition, Scope and Importance; Emergence of Globalization and International Marketing; International market orientation - EPRG framework; Challenges in International Marketing. Difference between Domestic, International, Multinational, Global Markets, EPRG Frame Work, Introduction to export documents

Unit 2: International Environment: Environmental Influences on International Marketing; Cultural environment; Economic environment; Political and Legal Environment; Role of International Agencies.

Unit 3: Planning for International Markets: International Market segmentation and positioning International Markets; Market regions and groups; Market entry methods.

Unit 4: Product Strategies: Standardization, Adaptation; International PLC; Designing new products Country of Origin Effect.

Unit 5: Pricing Strategies: Role of price in International Marketing; Factors affecting international prices; Pricing methods and strategies; Challenges in international pricing., Transfer Pricing, Exchange Rates and Its Impact on Pricing.

Unit 6: Distribution Strategies: Distribution channels for international markets; Factors affection distribution in International markets; Distribution Strategies.

Unit 7: Promotion Strategies: Factors affecting promotion in International markets; Using marketing communications tools for international promotion; International Branding strategies. Global Media Decisions, Global Advertising Regulations.

Suggested Books:-

1. Global Marketing Management, Keegan –New Delhi, PHI.
2. International marketing, Czinkota.and Ronkainen, Thomson-South Western, New Delhi.
3. Sak Onkvisit and John J. Shaw. “International Marketing Analysis and Strategies”, New Delhi PHI, 1998.
4. Subhash S. Jain, “International Marketing Management”, Delhi, CBS Publishers Distributors, 1997.

FT-313MB
RURAL AND RETAIL MARKETING

Course Outcome: Student will.....

CO1: Develop an insight into rural marketing regarding different concepts and basic practices in this area.

CO2: Understand the challenges and opportunities in the field of rural marketing.

CO3: Identify significance of the rural markets.

CO4: Nature and characteristics of rural markets and factors contributing to the change in the rural market

COURSE CONTENT:

Unit 1: Rural marketing – definition, concept, characteristics. Rural market profile (Statistical data). Analyzing the differences Between Rural and Urban Management. Demand of products and services in Rural Areas.

Unit 2: Rural marketing Environment: Distinctive Marketing Environment in Rural India.

Unit 3 : Rural Marketing Segmentation, 4 P's and Consumer behavior ,Income segmentation, PEST analysis , Rural Consumer Behavior , product decision , pricing decision ,Promotional mix, Distribution Network in rural Marketing.

Unit 4: Retail Marketing – concept, definition functions of retailing, retail planning process, Organized and unorganized retailing , types and formats of retailing.

Unit 5: Change In Retail Environment: Socio Economic, Socio Demographic, Technological Changes And Its Impact On Retail Industry, Retail Marketing, Planning And Development.

Unit 6: Fundamentals of Merchandising and types of merchandising.

Unit 7: Role of technology in retail :Importance of IT in retail , factors affecting use of technology , applications of technology , internet retailing.

Suggested Books:-

1. Retailing Management by Swapna Pradhan
2. Rural Marketing In India By Ahmed Shamim.
3. Retail Marketing By David Gilbert.
4. Rural Marketing By V E Sanal Kumar.

FT- 315FA FINANCIAL MARKETS AND FINANCIAL SERVICES

Course Outcome: Student will.....

CO1: Understand the various financial services and products in the liberalized Indian economy.

CO2: Know in-depth perspective of the equity and bond markets.

CO3: Enlighten the students with the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution, and Financial Services.

COURSE CONTENTS

Unit 1: Financial system and its components: Introduction , Nature and role of Financial System; Financial System and its components ; Financial system and economic development. Financial

services: Introduction of Financial Services and its types; Fund Based and fee based services.

Unit 2: Financial Markets I: Capital market; Primary Market: Role; Instruments; Pricing Mechanism – Fixed / Book building; Issue mechanism : IPO, FPO etc.; Green Shoe Option. Funds from International Markets: FII's, Euro Issues, ADR's, GDR's and FDI.

Unit 3: Financial Markets II: Secondary Market: Introduction to Stock Exchanges, Depository and Custodian. Money market: Call money market; Treasury Bills Certificate of deposit, commercial Paper market. Derivatives: Concept and introduction to derivatives.

Unit 4: Financial services I: Venture capital: Concept, need and process. Mutual funds: Introduction, Structure of Mutual industry, Types of Funds, Advantages of Mutual Funds, Concept of SIP and rupee cost averaging.

Unit 5: Financial services II: Merchant banking : Concept and functions; SEBI guidelines. Securitization: Basic Concept; Asset Backed Security; Mortgage backed Security.

Unit 6: Other Services : Factoring : Reasons for factoring; Services provided; parties involved; Types; Process of factoring. Credit Rating: Meaning and Necessity; Credit Rating Agencies; Methodology of Credit rating.

Unit 7: Lease Financing: Concept of Leasing, Lease Evaluation : Buy vs. Lease decisions Role of SEBI: an overview; State Financial Corporation and Development Financial Institutions (Development banks)– Concept, objective.

Suggested Books:-

1. Khan, M.Y. (2011) Financial services (5th ed.). New Delhi: Tata McGraw Hill Publications.
2. Bhalla, V.K. (2010) Management of financial services (1st ed.). New Delhi: Anmol Publications Pvt. Ltd.
3. B.S.bhatia, G.S.Batra, " Management of capital markets, financial services and institutions" Deep and Deep publications, 2000.

FT-314FA SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Outcome: Student will.....

CO1: Develop in dept understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services

CO2: To understand the importance of equity research.

CO3: To understand how excel can be leveraged for better analysis of a company

CO4: To give recommendation based on fundamental and technical analysis

COURSE CONTENTS

Unit 1: Introduction: Concept of Investment, Investment V/S Speculation, Investment Environment, Instruments, Characteristics And Objectives Of Investment, Trading of Securities

Unit 2: Risk and Return in trading: Concept of Risk And Return, Types of Risk Systematic And Unsystematic Risk, Measurement of Risk.

Unit 3: Valuation of Securities: Valuation of Fixed Income Securities: PV Model, Bonds prices & Yield, Term Structure of interest rates, Bond Value Theorem. Valuation of Equity: Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. Valuation Of Preference Shares, Valuation of Warrants, Rights Issued

Unit 4: Security Analysis: Fundamental Analysis – Macro Economics and Industry Analysis, Business Cycles, Company Analysis, Technical Analysis - Trend analysis, Price and Volume indicators, Dow theory, Elliott Wave Theory.

Unit 5: Capital Market Theories: CAPM Model, Arbitrage Pricing Theory, Index Model, Efficient Market Hypothesis, Factor model.

Unit 6: Portfolio Creation: Portfolio and Security Returns, Diversification, Markowitz Model, Sharp Index Model.

Unit 7: Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures.

Suggested Books:-

1. V.K.Bhalla, "Investment Management: Security Analysis And Portfolio Management", S. Chand And Sons, New Delhi, sixth edition 1999.
2. Donald E. Fisher and Ronald J. Jordan, "Security Analysis And Portfolio Management", PHI Publication, New Delhi, 1998.
3. V.A. Avadhani, "Investment and Security Markets In India", Himalaya Publication, Bombay, 1998.
4. Edwin J. Elton and Martin J. Gruber, "Modern Portfolio Theory And Investment", John Wiley and Sons, Singapore, 1996.

FT-316FA INSURANCE AND BANKING

Course Outcome: Student will.....

CO1: Enhance understanding of fundamentals of risk in Insurance and Banking.

CO2: Understand banking system in India, retail and corporate products of banks in India.

CO3: Understand payment and settlement systems in India.

CO4: Understand functions of RBI.

CO5: Understand legal environment for Insurance and banking.

CO6. Understand basic principal and practices of Insurance in India.

Course Contents

Unit 1: Risk and Insurance:

Concept of risk and its classification, Management of risk, Insurance as risk management technique, Functions of insurers, Classification of Insurance.

Unit 2: The Basic Principle of Insurance:

Utmost good faith, Insurable Interest, Indemnity, Subrogation, Proximate cause. Insurance Contract, Reinsurance: Concept, types and advantages of reinsurance.

Unit 3: Practice of Insurance:

Life Insurance: Products, Riders, Options, Computation of Premium & Bonuses, documents and Claims. General Insurance: Products, Rating, and Concept of Underwriting, Claims.

Unit 4: Commercial Banking I:

Introduction & meaning of a Bank, Structure of Banking System in India , Retail & Corporate Products of Commercial Bank, Credit Creation, Forms of Bank Customer Relationship, Types of customer and their accounts, Bank Duties and Rights.

Unit 5: Commercial Banking II:

Payment & Settlement System: Introduction, Clearing House System, Cheque Truncation System, NEFT, RTGS, IMPS and other high tech innovations in banking

Unit 6: Central Banking:

Introduction and Function of Indian Central Bank.

Unit 7: Legal Environment- Insurance and Banking:

Insurance Regulatory Authority- Profile, Function & Power
Negotiable Instruments: Characteristics, Types including Cheques, Draft, Bill of exchange, Promisory notes

Text and Reference Books:

1. K C Shekhar and Lekshmy Shekher, Banking Theory and Practice, Vikas Publishing House Pvt Ltd.
2. Justin Paul and Padmalatha Suresh, Management of Banking and Financial Services, Pearson Education.
3. Roger Leroy Miller and David D Vanhoose; Modern Money and Banking; 3rd ed.; Mc Graw Hill.
4. D M Mithani, Money Banking, International Trade and Public Finance. Himalaya Publishing House.
5. Principle of Risk Management and Insurance by Geoge E Rejda, Pearson Education
6. Risk Management and Insurance; Trieschmann, Gustavson, Hoyt., Cengage Learning
7. Principle of Insurance, IC-01, Insurance Institute of India
8. Practice of Life Insurance, IC-02, Insurance Institute of India
9. Practice of General Insurance, IC-11, Insurance Institute of India

FT-310FB FINANCIAL ENGINEERING AND RISK MANAGEMENT

Course Outcome: Student will.....

CO1: In this course, we will survey the types of derivative securities used in financial risk management.

CO2: Apply critical thinking skills to complex business problems including, Identifying and examining relevant issues and information, Generating and evaluating possible solutions to problems.

CO3: Use quantitative analytical skills to Identify and analyze material factors that are involved in derivative issues, Determine and apply appropriate problem-solving techniques to risk management and derivatives issues.

CO4: Use information technology as a tool to obtain information concerning financial instruments in the derivatives area.

COURSE CONTENT

Unit 1: Introduction to Financial Engineering: Financial Engineering: Concept and Scope, Factors which contributed to Growth -Environmental Factors (dividend capture strategy, tax asymmetries, etc.), Intra-firm factors (agency cost-leverage buyouts, risk aversion, quantitative sophistication) .Financial engineering v/s financial analysis. Financial Engineer: tools (conceptual and physical), Roles (deal makers, innovators, loophole exploiter)

Unit 2: Risk & Risk Management: Types of Risk: financial, non financial, default, market price, pre-settlement, basis, interest rate risk, etc. Developing risk profile. Risk management techniques: asset liability management (foundation concepts -term structure, maturity composition etc., cash flow matching strategy, currency matching strategy and portfolio immunization strategy) and hedging.

Unit 3: Physical Tools of Financial Engineer –I: A. Debt market innovations: Multiclass Mortgage backed and Asset backed Securities, Shelf Registration, junk bonds; Hybrid securities: Interest rate /Foreign exchange Hybrid, Interest rate / Equity hybrid , Currency /Commodity Hybrid

Unit 4: Derivatives Part –I: Introduction to forwards, futures and options Derivatives: Concept, Participants in derivative market, and Types of traders. Forward Contract: Concept and valuation. Forward Rate Agreement: the product and hedging with FRA (numerical), Futures Contract: Specifications, Trading, Types of orders, Operation of margins and future prices and spot prices.

Unit 5: Derivatives Part –II: Pricing Stock and Index Futures(numerical) , Hedging: concept of composite hedging and cross hedging , hedge ratio –naïve and minimal variance hedge ratio (numerical), hedging using stock Index futures contract and optimal number of contacts for hedging (numerical)

Unit 6: Derivatives Part –III: _Option Contracts: Types ,Characteristics, Intrinsic value and time value , moneyness of the option, payoff from the put and call option. Hedging with stock option and index option . Option trading strategies : Basic strategies ; Option spreads : Vertical spreads (bullish :put and call and bearish: put and call)and Horizontal spreads . Straddle , Straps and Strips , butterfly spread.

Unit 7: Derivatives Part –IV: SWAP: concept and rationale . Interest rate SWAPS: Types (plain vanilla, accrediting , amortizing ,etc.) , mechanics and valuation (numerical) Currency SWAPS & their valuation Concept of Black Scholes Model and its limitations .

Suggested Books:-

1. Hull, J. C. (2011) .Options, futures, and other derivatives (8th ed.). Prentice Hall.
2. Varma, J. R. Derivatives and risk management.(1st ed.) Tata McGraw Hill Publications.

FT-309FB CORPORATE FINANCIAL ANALYSIS

Course Outcome: Student will.....

CO1: Understand the conceptual background for corporate financial analysis from the point of corporate value creation.

CO2: The course develops theoretical framework for understanding and analyzing major financial problems of modern firm in the market environment.

CO3: The course covers basic models of corporate capital valuation, including pricing models for primary financial assets, real assets valuation and investment projects analysis, capital structure, derivative assets and contingent claims on assets.

CO4: Develop skills in analyzing corporate behavior in capital markets and the relationship of agent and principal in raising funds, allocating capital, and distributing returns.

COURSE CONTENTS

- 1. Fundamentals of Corporate Financial Reporting and Analysis:** Introduction to Business Analysis, Types and Components of Business Analysis, Financial Analysis; its Need and Necessity, Financial Statements; the basis of business analysis, Inter-linkage Between Financial Statements, An Introduction to Tools/Techniques of Financial Analysis, Financial Reporting in India, Reporting Environment and Factors Affecting Statutory Financial Reports, Financial Accounting- Important Principles, Relevance, Limitations, Cash vs. Accrual Accounting.
- 2. Balance Sheet Analysis:** Current vs. Non-current Liabilities, Analyzing Current Liabilities, Analyzing Non-current Liabilities, Analyzing Contingencies and Commitments, Off-balance sheet Financing and its Analysis, Analyzing Shareholders' Equity, Current vs. Long-term Assets, Analyzing Current Assets, Analyzing Long-term Tangible Assets, Analyzing Long-term Intangible Assets, An Introduction to Inter-corporate Investments and its Analysis, Case Studies' Analysis.
- 3. Income Statement Analysis:** Concept of Income and its Measurement, Extra-ordinary and Special Items in Income Statement; Their accounting and Analysis, Revenue and Gain Recognition; Its recording and Analysis, Deferred Revenue Charges; Its recording and Analysis, Income Taxes; Its recording and Analysis, Return on Invested Capital and Analysis of Profitability, Case Studies' Analysis.
- 4. Cash Flow Analysis:** Relevance of Cash, Concept of Cash Flow and Components of Cash Flow Statement, Analysis of Cash Flow from various activities and its Interpretation, Inter-linkages between overall inflow and outflow of cash, Inferences from Cash Flow Analysis, Specialized Cash Flow Ratios, Limitations of Cash Flow Reporting, Case Studies' Analysis.
- 5. Cost Analysis for Financial Decision Making:** Concept of Cost and its Classification from the perspective of Financial Decision Making, Marginal, Absorption and Differential Costing, Concept of Relevant Cost, Income Statements under Marginal, Absorption and Differential Costing, Alternative Choices Decisions using Cost Analysis; Make or Buy, Add or Drop Product, Exploring New Markets, Sell or Process Further, Operate or Shut Down, Replace or Retain, Own or Hire, Expand or Contract, Special Orders, etc.
- 6. Forecasting Financial Statements - A Typical One-Year Projection, Sensitivity Analysis with Projected Financial Statements, Projecting Financial Flexibility.**
- 7. Misc. Issues in Corporate Financial Analysis:** Prospective Analysis, Credit Analysis, Equity Analysis and Valuation, Recent Trends in Corporate Financial Analysis.

Suggested Books:-

1. Financial Statement Analysis by Wild, Subramanyam and Halsey, McGraw-Hill Publication.
2. Financial Statement Analysis by Gibson, Cengage Learning
3. The Analysis and Use of Financial Statements by White, Sondhi and Fried, Wiley India Ltd.
4. Financial Accounting: Reporting and Analysis by Stice and Stice, Thomson Learning Inc.
5. Corporate Financial Reporting; Theory, Practice and Cases by Jawaharlal, Taxman Publications Pvt. Ltd.

FT-314FB: FINANCIAL PLANNING AND WEALTH MANAGEMENT

Course Outcome: Student will.....

CO1: Understand the environment of personal finance and Financial Planning

CO2: Understand how personal financial decisions are made. Student will be able to explain the process used to develop a personal financial plan.

COURSE CONTENTS

- 1. Fundamentals of Personal Financial Planning:** Introduction to Financial Planning: Concept and approaches of Financial Planning, Components of Financial Planning, Financial Planning Process, Objectives, Concept of Personal Financial Planning.
- 2. Avenues for Personal Investment:** Avenues of Personal Finance and their merits and limitations- Fixed Income Instruments, Mutual Fund Products, Equity Market, Derivatives and Commodities, Hedge Funds, Provident Fund and Pension Schemes, Insurance Policies & Other investments.
- 3. Creating Personal Financial Plan:** Personal Financial Statements; Concept, Preparation, Cash inflows and outflows- Cash Management, Income and expenditure statement, Budgeting and forecasting, Monitoring budgets and provisions for savings, Personal Balance Sheet and Net Worth.
- 4. Considerations in Personal Financial Planning:** Tax Planning in Personal Financial Planning - Personal Taxes (IT, Wealth Tax and Property Taxes Etc.) and their role in Personal Financial Planning, Developing appropriate strategies and presenting the financial plan, Implementing the financial plan, Monitoring the financial plan, Ethical and professional considerations in financial Planning
- 5. Retirement & Personal Financial Planning: Introduction,** Need & Issues in retirement planning, Analysis of Investor's Life Cycle, Avenues for retirement Planning, Types of retirement plans, Profile of Assets sustainable through retirement, Income generation potential of fixed assets , Liquidity aspects of fixed and other assets, Profile of financial and other liabilities near retirement age.
- 6. Housing, Real Estate & Personal Financial Planning:** Concept of Housing, Various Aspects of Housing, Costs and Benefits associated with owning a house, Rent or Buy Decision, Various options/types of House Financing, Key Considerations in Housing Decision, Concept of Real Estate, Features of Real Estate Investment, Taxation and Real Estate Planning, Property documentation and disposition, Housing, Real Estate and Personal Financial Planning.
- 7. Wealth Creation- Factors and Principles:** Income and savings ratio, Allocation of savings to asset classes , Consistency in savings and monitoring , Taking strategic advantage of opportunities in various Asset Classes , Overall effective yield and tax aspects , Wealth protection and Erosion of wealth

SUGGESTED BOOKS

- Personal Financial Planning by Harold A. Wolf “Simon & Schuster Custom Publishing”.
- Financial Planning and Wealth Creation “Taxmann Allied Services Pvt. Ltd.
- Personal Finance “Pearson Education:

FT-314 HA HUMAN RESOURCE DEVELOPMENT

Course Outcome: Student will.....

CO1: Develop capabilities of all individuals working in an organization in relation to their present role

CO2: Develop capabilities of all such individuals in relation to their future role

CO3: Develop coordination among different units of an organization

CO4: Develop organizational health by continuous renewal of individual capabilities & keeping pace with the technological changes

Course Content:

Unit 1: Concept of HRD: Evolution of Human Resources Development, objectives of HRD, Goals of HRD, Importance of HRD. A framework for the HRD process, HRD functions, Role of a HRD professionals.

Unit 2: Orientation:- Company Orientation, Department Orientation, Orientation kit, Orientation Length and Timing.

Unit 3: Training:- Defining Training, Objectives of Training, Types of training, Systematic approach to training, training methods

Unit 4: Performance appraisal: Performance Appraisal Methods, Errors in performance appraisal

Unit 5: Career planning and development: Coaching- Role of Supervisor and managers in coaching, Coaching to improve poor performance .process of employee coaching

Unit 6: Counseling & mentoring: Objectives of Employee Counseling , Employee counseling skills, functions of Employee counseling, Concept of mentoring, characteristics of Mentoring Principles of mentoring, Qualities of good mentor and mentee, importance of good mentoring, Role of mentor, Mentoring process, benefits of mentoring

Unit 1: HRD strategies:-Formulation and Implementation of HRD Strategies, Creating a World Class Organization.

Suggested Books:

1. Jerry W Gilley and Stevens A. England, "Principles of HRD", USA., Addison Wesley, 1989.
2. Lloyd L. Byars, Leslie W Rue, "HRM, Third Eddition"
3. T.V.Rao, "HRD Audit", New Delhi, Sage Publications, 1999.
4. "HRD", Randy Desimone, Jon M.Aner, David M.Harris
5. "Managing People", V.S.P, Rao, Excel Book, New Delhi.
6. "Human Resource Planning", Deepak Kumar Bhattacharya.
7. "Studies in HRD", H.L Verma, BS Bhatia, MC Garg

FT 316 HA MANAGING PEOPLE

Course Outcome: Student will.....

CO 1: Build Effective Team Processes

CO 2: Structure and Organize the World Load Effectively

CO3: Build Positive Working Relationships with Senior Management and other Colleagues

CO 4: Build the Habit of Setting Short-term Goals to Achieve Long-term Objectives

Course Contents:

Unit 1: Human resource management: Overview, Concept of HRM, objective of HRM, trends enhancing the importance of HRM, challenges before the HR managers, HRD at macro and micro levels, personnel function vs. HRM.

Unit 2: Job analysis & human resource planning: Nature of job analysis information, writing job description/job specification, employment planning, methods of employee demand forecasting.

Unit 3: Recruitment, selection, & orientation: concept of recruitment, sources of recruitment, recruiting a more diverse work force, concept of selection, features and types of selection, interviews, orientation – Meaning, process and importance.

Unit 4: Career development: Meaning of career, concept of career from an individual and organizational view points, implications of work place changes for individuals and organizations, importance of understanding career development, career anchors, paths and ladders, career counseling and problems of dual career couples.

Unit 5. Participation and empowerment: Definition and objectives, forms of participation, govt. policies and participation, Work committees, joint management councils, empowerment, delegation and empowerment QWL.

Unit 6. Grievance: Meaning and sources, Guidelines and procedures for handling grievance.

Unit 7. Collective bargaining and developing teams: Meaning and Process of collective bargaining, Developing Teams: Teams vs. groups, types of teams, team building, and team development.

Suggested Books:

1. **Venkatratnam and Srivastava** – Personnel Management and Human Resources.
2. **Pattanaik Biswajeet** – Human Resource Management
3. **De Cenzo, Stefan Robbins** – Human Resource Management.

FT-315 HA TRAINING AND DEVELOPMENT

Course Outcome: Student will.....

CO1: Learn to Induce new employees

CO2: Gain knowledge on new method of Training and development help to gain knowledge on a new method.

CO3: Obtain knowledge of company policy.

CO4: Earn knowledge on customer relations

COURSE CONTENTS:

Unit 1: Introduction and Concept: Overview of training and development, Present status of training, Conceptual status of training effectiveness

Unit 2: Systems approach to training

Unit 3: Pre-factors (context) - Learning principles, assessment of training needs, preparing training plans and strategies (OJT Institutional Training), selection of trainees etc.

Unit 4: Training management (context) – Training facilities, supporting infrastructure, areas of satisfaction and dissatisfaction, Training process - Instructor, pedagogy learning climate.

Unit 5: Training outcomes: Training outcomes – Evaluations

Unit 6: Training & Development programs: Self development / individual development.

Unit 7: Executive development programs- Management development programs

Suggested Books:-

1. Sah A K, Training and development.
2. Ramaswami A, Handbook of T& D.
3. Rolf P. Lynton, Training for organizational transformation.

FT 313HB COMPENSATION AND REWARD MANAGEMENT

Course Outcome: Student will.....

CO1: Learn to Attract Top Talent in a company.

CO2: Learn to Retain & Reward Personnel for their performance

CO3: Learn to Boost Motivation

CO4: Learn to Maximize Return on Investments

Course Contents :

Unit 1: Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage– Theories of Wages & Salary–Pay and Social Class–Machineries for Wage Fixation– Statutory provisions governing different components of reward systems–.Wage criteria and wage machinery— Wage Components—Salary Benchmarking, designing KRA & KPI(8 Lecture Hours)

Unit 2: Reward Management: Concept, Aims, Components of Reward system– Role of Reward in organization– Strategic perspectives of Reward–Reward as a motivational tool– Psychological contract– Reward policies Factors determining the rates of Pay–Strategic and Tactical pay related issues–Establishing Job Values and Relativities: Internal & External Equities–Job evaluation schemes, Internal Pay Structure, Reward survey–Designing Pay Level, Pay Mix and Pay Structures–Grade and Pay structures: Types, Design and Implementation— Group/Individual Incentive, Designing Incentive Scheme

Unit 3 Rewarding and Reviewing Contribution and Performance: Individual Contingent Pay–Team Pay – Paying for Organizational performance–Recognition Process–Performance Management and Reward. Reward for Special groups–Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers –Components of Executive Compensation package.

Unit 4: Employee Benefits & Services–Rationale for employee benefits–Types of benefits, Choice of benefits, administering employee benefits, Tax considerations–Flexible benefits/Cafeteria Plans–Pension Schemes–ESOP–Computations of taxable income, overtime, etc.

Unit 5: Managing Reward Processes: Reward Management Roles–Reward Procedures–Controlling reward– Pay reviews–Communicating to employees–Managing the development of reward systems–Future Trends in Reward Management

Unit 6: Strategic Reward: Concept, Aims–Strategic Reward and Reward Management–Purpose and Contents of Reward

Unit 7: Strategic Reward and Performance–Reward strategies in a Knowledge economy–Reward Strategies in a Service-based economy–Developing reward strategy–Communicating reward strategy – Implementing reward strategy (10 Lecture Hours)

Suggested Books:-

1. Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page
2. Strategic Reward, Armstrong & Brown, Kogan Page.
3. Henderson, R.O., Compensation Management, Englewood Cliffs, Prentice Hall
4. Armstrong, M and Murlis H, Reward Management, Kogan Page.
5. Cascio, Costing Human Resource, Thomson Learning., India
6. Martocchio Joseph J., Strategic Compensation-A Human Resource Management Approach, Pearson Education.

FT 312HB HUMAN RESOURCE PLANNING AND AUDIT

Course Outcome: Student will.....

:

CO1: Identify performance of the Human Resource Department and its relative activities in order to assess the effectiveness on the implementation of the various policies to realize the Organizational goals.

CO2: Identify the gaps, lapses, irregularities, short-comings, in the implementation of the Policies, procedures, practices, directives, of the Human Resource Department and to suggest remedial actions.

CO3: Know the factors which are detrimental to the non-implementation or wrong implementation of the planned Programmes and activities.

CO4: Understand measures and corrective steps to rectify the mistakes, shortcomings if any, for future guidance, and advise for effective performance of the work of the Human Resource Department.

CO5: Will be able to evaluate the Personnel staff and employees with reference to the Performance Appraisal Reports and suggest suitable recommendations for improving the efficiency of the employees.

CO6: Able to evaluate the job chart of the Human Resource Managers, Executives, Administrative Officers, Executive Officers, Recruitment Officers, whether they have implemented the directives and guidelines for effective Management of the Human resources in their respective Departments.

Course Contents:

Unit 1: Human Resource Planning: Definition, HR Planning, Model for HR Planning, forecasting Demand and Supply, Planning for Shortages, Surplus, Planning for New Establishment, Managerial Succession Planning, Career Planning.

Unit 2: Downsizing, HR information System: Purposes of HRIS, Uses of HRIS, Establishing an HRIS, Approaches to Evaluate HR Function.

Unit 3: HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.

Unit 4: HRD culture: OCTAPACE Culture, Importance of Top Management Styles in Building Culture, Auditing the HRD Culture.

Unit 5: HRD styles: Types of top management styles, Current Structures and Structural Alternatives.

Unit 6: HRD Competencies: Challenges, Professionalism in HR, Myths and Realities of HRD, Competencies Needed, Auditing HRD Competencies, individual interviews, Group interviews, Observation, HRD Audit instruments.

Unit 7: HR Performance and Benchmarking in Policy, Process and Management Styles, Benchmarking Analysis

Suggested Books:

1. Donald Currie, "Personnel in Practice for the New IPD-CPP", Blackwell, MA, 1997.
2. R. W. Mondy and R. M. Noe, "Human Resource Management", Prentice Hall, London, 6th Ed., 1996.
3. T. V. Rao, "HRD Audit", Response Books, New Delhi, 1999.
4. Satish Pai Ed., "HRD Skills for Organizational Excellence", Bombay, Himalaya Publishing House, 1999.

FT-311HB STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Outcome: Student will.....

CO1: Develop Advance flexibility, innovation, and competitive advantage.

CO2: Develop a fit for purpose organizational culture.

CO3: Able to improve business performance through strategic HRM through hiring, training, and rewarding employees.

CO4: Students will be able to look at ways that human resources can make a direct impact on a company's growth. HR personnel need to adopt a strategic approach to developing and retaining employees to meet the needs of the company's long-term plans

Course Contents:

Unit 1.Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organizations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate strategy and human resource management.

Unit 2.The HRM and approaches to HRM: HRM in personnel management; work organization and systems; social organization of the work place and its strategic importance; Human resource policies; Integrating Human Resource Strategies with corporate strategies; Human Resource Management as an approach to organization design and the role of HRM in organization management.

Unit 3.Strategic HRM:Human Resource Management in other countries; Human Resource Planning and its linkage to corporate planning; HR planning process, techniques/methods; HR planning in an ongoing organisation; integrating HR plans with other plans and management functions; Future directions of HR planning; Developing HR information system.

Unit 4. New HRM Trends: Technology and structure; Demographic changes, Temporary and contract labor; Global environment; Global competition, Global sourcing of labour.

Unit 5.Online recruitment; Employee referrals; Recruitment process outsourcing, Head hunting; Executive education; Flexi timing; Telecommuting, Quality of work life; Work – life balance; Employee empowerment, Employee involvement; Autonomous work teams.

Unit 6.Creating a learning organization: Competency mapping; Multi-Skilling , Using scorecards for employee development, Succession planning; Cross cultural training, 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 7. HR as a value added function: Downsizing, Voluntary retirement schemes (VRS), HR outsourcing; Early retirement plans; Leadership, power and politics; Employee morale; Personal values and business ethics, Introduction to global HR strategies; Developing HR as a value added function.

Suggested 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 Dessler, PHI, New Delhi

FT-402B: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Outcome: Student will.....

CO1: Be able to aware and examine the significant contemporary ethical issues and challenges existing in Business today.

CO2: Comprehend fundamentals of corporate governance in India and other countries in light of good governance and contemporary changes in the global business environment.

CO3: Be able to examine ethical dilemmas and decision making frameworks and approaches at the personal, organizational and societal levels will be explored.

COURSE CONTENTS

1. **Introduction to Business Ethics:** Definition & nature, Characteristics of ethical problems in management, Ethical theories; Causes of unethical behaviour; Work ethic, Values , Norms, Beliefs and Standards.
2. **The Institutionalization of Business Ethics:** Ethics and organisation, Ethics in practice- in functional areas (Like HR, Marketing, Finance), Intellectual Property rights, Code of ethics; Competitiveness, organizational size, profitability and ethics, Developing an Effective Ethics Program.
3. **Ethical Decision-Making and Ethical Leadership:** Models of Decision making, Individual Factors: Moral Philosophies and Values, Indianism and Indian Value Systems, Servant Leadership.
4. **Corporate Governance:** Evolution, Principles, Main Drivers, Theories and Models, Global Practices on Corporate Governance in the World and their impact on corporate world.
5. **Business Environment:** Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic Environment, Technological Environment, Broader Ethical issues in society.
6. **Corporate Social Responsibility:** Stakeholder Management and Social Responsibility, Big Business and society Business, Ecological/Environmental issues in the Indian context, Understanding CSR, CSR in India, World Economic Growth and the Evolution of CSR.
7. **Sustainable Businesses:** Concept of Sustainable Development, Gandhian Thought on Sustainable development, dimensions of sustainable development – Environmental, Economic and Social, Indian & Global Perspective on Sustainable Development.

SUGGESTED BOOKS

- Business Ethics, CSV Murthy, Himalaya Publishing
- Business Ethics and Corporate Governance, ICFAI publication
- Business and its Environment Davis, Kaith and Blostorm, Robert-.
- Corporate Social Responsibility Beeslory, Michel and Evens –.
- Ethics in Management by S.A. Sherlekar, Himalaya Publishing House
- The International Business Environment, Hamilton, Oxford Press

FT 416MA PRODUCT AND BRAND MANAGEMENT

Course Outcome: Student will.....

CO1: Understand various concepts involved in learning Product and Brand Management for the success of any concern.

CO2: Understand how the product manager implements business strategy in the marketplace and to acquaint the students with the process and strategies of new product management.

CO3: Be Able to explore the methodology for managing the cohesive development and marketing of new products from idea inception to product discontinuation.

CO3: Be Able to apply these principles at the consumer level that will improve managerial decision-making with respect to brands.

COURSE CONTENTS:

1. Product Management: Introduction and concept of product, Product components, objectives of Product Management, Roles of Product Manager.

2. Product mix and product line decisions, Growth strategies for the FMCG.

3. New Product Development :Routes of new product development, Process of new product development, the latent factors behind marketing success and failure of any new product, Product elimination strategies

4. Brand Management: Branding concept, Benefits of Branding, Brand perspectives, Characteristics of a Brand, Branding decisions , Global branding: Concept, advantages and disadvantages

5. Brand Personality and Brand Extension : Brand Personality :Introduction, concept Types and brand personality scale .Brand Extension: Types of Brand extension, Strategies for successful brand extension

6. Brand positioning and Repositioning: concept and methods of positioning and repositioning

7. Brand equity and Brand loyalty: Brand Equity :Introduction and concept of brand equity, Cost based, price based, customer based Methods . Brand Loyalty: Concept, Loyalty pyramid

Suggested Books:

1. Product Management by R. Majumdar

2. Strategic brand management by Kevin Lane Keller.

3. Brand Management by Y.L.R.Moorthy.

4.Doyle, P. (1989), “ Building successful brands : The strategic options” , Journal of Marketing Management.

5. Kapferer, J.- N.(1997), Strategic Brand management.

6.Brand Equity of “The Economic Times” newspaper.

FT 418MA SERVICE MARKETING

Course Outcome: Student will.....

CO 1 – Be Equipping with core competencies and skills sets suitable for service sector

CO2 – Create an in-depth understanding of service sector, service concept and service characteristics

CO 3 – Understand service marketing mix

CO4 – Have Knowledge of development of service product, pricing, promotion and distribution decisions

CO 5 – Understand service process role in service marketing mix and development of blue print

CO 6 – Managing and crafting Physical environment

CO7 – Understanding the role of people in service organization and ways to maintain personnel quality

CO 8 – Describe Service quality concept, dimensions and model

Course Contents :

1.Understanding Service Markets, Products and Customers

Services Perspective: service concept, service marketing triangle, and evolution of service marketing, reasons for growth of service sector, difference B/w Goods & services, and I's of services, classifications of services,

2. Segmentation. Targeting & positioning in services : meaning and strategies

3. Service products : Service products: meaning of service product, service product levels, PLC, new service, service product range, process of new service development, and reasons for success or failure of new services –products, service product elimination.

4 .Pricing Services and Distributing Services: price terminologies, costs of service incurred by customers, pricing tripod, pricing objectives, formulating pricing strategy, price tactics. Elements of distribution, methods of distributing services.

5. Services marketing communication: Promotional objectives, developing the promotion mix, key aspects of communication for the service marketers.

6. Extended P's of Service marketing :1) Designing and managing **service processes:** service blue – print, steps in service process, self reinforcing service cycle.

2) Crafting the Service Environment: elements of **physical evidence**, kinds of physical evidence, roles of service escape, approaches for understanding services escape effects, guidelines for physical elements strategy.

3) Managing **People** for Service Environment: service personnel, service personnel quality, maintaining improving services personnel quality & performance, personnel audit, models of customer's as users of services.

7. Implementing Profitable Service Strategies

1) Service quality: impact of service quality, approaches to service quality, dimensions of service quality, models of service quality, SERVQUAL instrument, service productivity.

2) Designing a service strategy: internal marketing, external marketing, interactive marketing.

Suggested Books:

- Zeithml, V.A. & Bitner, Mary, Jo. (2011).Services marketing. Tata- McGraw- Hill Edition.
- Lovelock,C., Wirtz, J., Chaterjee, J. (2011).Services marketing. Pearson Prentice Hall.
- Shankar, R. (2011). Services marketing. Excel Books.

FT 417MA STRATEGIES & MODELING IN MARKETING

Course Outcome: Student will.....

CO1: Understand concepts and techniques in marketing.

CO2: Acquaint with the duties of a marketing manager.

CO3: Be exposed to development, evaluation, and implementation of marketing management in a variety of business environments.

CO4: Learn strategic and managerial focus and to perform the role of a marketing manager.

CO5: Acquire analytical skills in solving marketing related problems and challenges and be familiar with the strategic marketing management process.

Course Content:

1. Strategic Marketing: Basic concept of strategy, Strategic management, Strategic planning at corporate, SBU and operational level, Strategic marketing, Marketing management, Process of strategic marketing.

2. Strategic analysis: Corporate appraisal, understanding competition, analyzing customers, scanning the environment.

3. Strategy Formulation: Analysis models, portfolio analysis, strategy selection, segmentation, targeting, differentiation and positioning.

4. Market strategy: Dimensions of market strategy, strategies for new, growing, mature and declining markets.

5. 4 P's strategy : **Product Strategy:** launch, relaunch, Positioning, repositioning, overlap, scope, design, elimination, and new product strategies.. **Pricing Strategies:** Factors affecting prices, initiating and responding to price changes, New product, product mix, Discriminatory pricing strategies, formulating strategies for price leadership. **Distribution strategies:** Channel structure strategy, channel mix, modification, control and management strategies. **Promotion strategies:** Strategies for developing promotional prospective, Promotion mix strategies.

6. Implementation and control of marketing strategies.

7. Marketing models and their applications : science and marketing models, types, purpose and development of models, decision support models, theoretical modeling in marketing Application of models: Consumer behavior, Organizational Buying, New product Development and advertising.

Suggested Books:

1. Subhash C. Jain, 'Marketing Planning and Strategy', 'India : Thomson- South Western.

2. Ferrell, 'Marketing Strategy', India: Cengage

3. Lilien, G.L: Kotler Philip and Moorthy, K.S., ' marketing Models' India : PHI

4. Kotler Philip, 'Marketing Management' India : PHI

5. Kotler Philip, 'Marketing Management- a south asian perspective', India: Pearson

FT-417MB LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Outcome: Student will.....

CO1: Comprehend advanced quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.

CO2: Impart knowledge and understand supply Chain Management and its relevance to today's business decision making.

CO3: Gain the knowledge of possibilities of efficient optimization and management of operation in Logistics Management and also the ability to apply them in the enterprise reality.

COURSE CONTENTS

1. **Introduction to logistics & Supply Chain Management;** Definition, Importance & Scope; Operational objectives of logistics; Logistics functions; Difference between Logistics & SCM; Logistics interface with production and marketing & Value added role of Logistics.
2. **Transportation systems.:** Functions & Principles of Transportation; Participants in Transportation Decision making, Elements in transportation Infra structure, Transportation Planning Parameters (Components of Transportation Decision), Modes of transportation, Modal characteristics & Comparison. Transportation Practices across different modes. Concept of Multimodal Transportation & Containerization
3. **Warehousing and distributing centers & Inventory Control:-** Evolution of strategic warehousing their location; Functions of Warehouse, Economic & Service benefits of warehouse, Principles of Warehouse Design, Warehousing alternatives, Warehousing Strategy(Location, Type, No of warehouses), Inventory management decisions;
4. **Packaging and materials handling:-** Material handling importance & scope, Material Handling Principles, Types of Material Handling Equipments, Unitization & Palletization, Packaging & Labelling, Importance & scope, Types of Packaging, Functions of Packaging.
5. **Innovations in Logistics (Use of Information Technology In Logistics & Supply Chain Management & Logistics future directions):-** Information Functionality in Logistics & SCM, Use of Information Technology in Transportation, Warehousing & Material Handling, Automated Storage / Retrieval Systems, Information Directed Systems.
Dispatch and routing decisions :- Challenges posed by routing, Principles of proper routing plan. Routing Decisions & Analysis.
6. **Legal Aspects in Logistics:-** Legal Aspects pertaining to Road, Rail, Water & Air Transport.
7. **International logistics management:** Documentation & Procedures, Logistics system analysis and design; Logistics audit and control, Supply Chain Integration.

SUGGESTED BOOKS:

1. Bowersox, Closs, Cooper "**Supply Chain Logistics Management**". The McGraw- Hill Companies.
2. Bhattacharyya S.K. "**Logistics Management**". S.Chand & Company.
3. Ballau, Renald H, "**Business Logistics Management**". Englewood Cliffs, New York: Prentice Hall Inc, 1992.
4. Beal K. "**A Management Guide to Logistics Engineering**". U. S. A. Institute of Production Engineering, 1990.
5. Benjamin S. B. "**Logistics Engineering and Management**". Englewood Cliffs, New York: Prentice Hall Inc., 1996.
6. Bowersox, D J and Closs, D. J. "**Logistics Management: A system Integration of Physical Distribution**", New York: MacMillan, 1986.
7. Christopher, M. "**Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services**". London: Pitsman, 1992.
8. James C.J. and Wood, Donald F. "**Contemporary Logistics**". New York: Macmillan, 1990.
9. Shapiro, R. "**Logistics Strategy: Cases and Concepts**", St.Paul, West, 1995.

FT416MB INDUSTRIAL MARKETING

Course Outcome: Student will.....

CO1: Develop ability to understand industrial markets and relevant industrial marketing strategies.

CO2: Understand cover market structures and demand in business markets.

CO3: Understand the nature and role of industrial markets

CO4: Comprehend the characteristics of industrial markets and buying situations

CO5: Understand how to develop and implement relevant industrial marketing strategies.

COURSE CONTENT:

1. The nature and concepts of industrial marketing. Industrial verses Consumers Marketing, Economic of Industrial Demand. Resellers Marketing.
2. Understanding Industrial Marketing, organizational customers, governmental agencies, institutions, classifying industrial products, characteristics of Organizational Procurement.
3. Industrial Marketing Environment, strategies for managing the Industrial Marketing Environment. Strategic Planning Process in Industrial Marketing.
4. Organizational Buying and Buyer Behaviour: Concept and Model of Organizational Buying Behaviour.
5. Interpersonal Dynamics of Industrial Buying Behaviour. Buying Center Involvement and Interaction Patterns, Joint Decision Making, Conflict and Resolution in Joint Decision Making, the Buying Committee, Supplier Choice and Valuation.
6. Industrial Market Segmentation, Basis for Segmenting Industrial Market, Target Marketing and positioning. Business Pricing: Price Determinants, Pricing Decisions.
7. Formulating Channel Strategies: Marketing Channel Participants, Physical Distribution and Customer Service, Formulating and Marketing Communication Person Selling, Advertising, Sales Promotion and Publicity.

SUGGESTED BOOKS:

1. Robert R. Reeder, Edward G. Briety and Betty H. Reeder, Industrial Marketing, Analysis, Planning and Control, New Delhi, PHI 2nd Edition.
2. Krishna K. Haviadr, Industrial Marketing, New Delhi, Tata McGraw Hill.
3. Michael H. Moris, Industrial Marketing and Organizational Marketing, New York, MacMillian, 2nd Edition.

FT-419 MB DATA ANALYTICS

Course Outcome: Student will.....

Co1:-Discuss the role of data analytics in quality and performance improvement efforts.

Co2:- Describe the tools and techniques used for data analytics in Business organizations.

Co3:- Identify techniques to communicate insights gained from data analysis.

Course Content

Unit -1 Basics of Data Analytics

Understand need of data analytics, application of data analytics, data and types of data, concept of data and information, data analytics and business analytics

Unit -2 Data Analytics Using Advance Excel

Ms Excel formulas, Pivot tables, Graphs, conditional formatting, Lookups, Text, Dates and IF statements, Data Distributions, Correlation and Regression

Unit -3 Reporting types

Difference between reporting and analysis, Reporting tools, Standard report formats, Machine learning, summary reports and frequency tables using base SAS procedures

Unit-4 Basics of SAS

Create temporary and permanent SAS data sets, Create and manipulate SAS date values, Use DATA Step statements to export data to standard and comma delimited raw data files, Control which observations and variables in a SAS data set are processed and output

Unit-5 Managing Data using SAS

Investigate SAS data libraries using base SAS utility procedures, Sort observations in a SAS data set, conditionally execute SAS statements, Use assignment statements in the DATA step, Modify variable attributes using options and statements in the DATA step, Accumulate sub-totals and totals using DATA step statements, Process data using DO LOOPS, Process data using SAS arrays

Unit -6 Advance SAS

Demonstrate advanced data set processing techniques such as updating master data sets, transposing data, combining/merging data, sampling data, using generation data sets, integrity constraints and audit trails
Reduce the space required to store SAS data sets and numeric variables within SAS data sets by using compression techniques, length statements or DATA step views, Use PROC DATASETS to demonstrate advanced programming skills (e.g. renaming columns, displaying metadata, creating indexes, creating integrity constraints, creating audit trails)

Unit -7 Data Analytics in real-time

Scope and Future of Data Analytics, Banking and Securities Case study(NSE XLS and Predictions),Media and Entertainment Case study(TRP Analysis),Healthcare Providers Case study, Education and Data analytics, Manufacturing and Natural Resources Case Study

Reference Books

1. Mining of Massive Datasets By: Jure Leskovec, Anand Rajaraman, Jeff Ullman Publisher: Cambridge University Press
- 2.Excel: Formulas & Functions Book by Robert Dinwiddie Publisher: DK Publishing
3. SAS Clinical Programming: by Y. Lakshmi Prasad Publisher: Notion Press

FT-416FA: INTERNATIONAL FINANCE

Course Outcome: Student will.....

CO1: Acquire in depth knowledge of international finance issues, international financing/ investing activities and international financial markets.

CO2: Develop knowledge capability and skills necessary for making sound financial decisions for a multinational firm.

COURSE CONTENTS

1. **Growth & Evolution of International Business:** Historical aspect of international trade and finance, Understanding of various financial crisis and there reasons, World Trade Organisation, Trade Blocs.
2. **International Monetary System:** Need for the system, IMF, World bank, Asian Development bank, other prominent institutions.
3. **Exchange rate regimes:** Gold Standard, Fixed and Flexible exchange rate, Managed float, Currency board, Exchange Rate Regimes in India, LERMS.
4. **International Trade & Balance of payments:** Concept of BOP, Indian BOP crisis and reforms, “India’s BOP- critical analysis of Present and Past.
5. **Foreign Exchange Management:** Foreign Exchange Market and Mechanism, Exchange Control Regulations & Role of RBI, Exchange Market Intervention.
6. **Theories of Exchange rates:** Purchasing Power Parity, Interest Rate Parity, Asset Market Models of Exchange Rate Determination, and Short Term Theories of Exchange Rate Determination.
7. **Management of MNC’s:** Foreign Direct Investment, Drivers of MNC, Strategic Entry Options to MNC’s, Country Risk management Financing Foreign Operations - Sources of Long term finance, ADRs, GDRs, FCBs, Euro bonds etc, International Banking Transactions for Export & Import.

SUGGESTED BOOKS

- International Financial Management, P.G.Apte, Tata McGraw Hill
- Multinational Financial Management, Madhu Vij, Excel Publications
- “International Financial Management”, Alan Shapiro
- “Global Finance”, Eng, Lee, Maur, Addison Wesley Ltd.
- “Global Corporate Finance”, Keith Pilbeam

FT-419FA-TAXATION FOR MANAGERS

Course Outcome: Student will.....

CO1: This course will enable the students to understand the tax provisions related to individual and companies and compute the tax liability.

Course Contents:

Unit 1: Introduction: Definition of Income, Casual Income, Agricultural Income, Person, Assessee, Previous year, Assessment year, Gross Total Income, Total Income; Exempted Income; Heads of Income, Residential Status & Tax Liability.

Unit 2: Income from Salary: Meaning & definition Different forms of Salary Allowances, Perquisites Valuation of allowances & perquisites. Valuation of allowances & perquisites. Provisions regarding Provident Fund, Entertainment Allowances, Professional Tax, computation of income from salary.

Unit 3: Income from House Property: Introduction & Important provisions, Types of House Property. Determination of Gross Annual Value, Municipal Tax & Deductions u/s 24. Treatment of unrealized rent & Vacancy period. Computation of income from house property for individual assessee.

Unit 4: Corporate Taxation: Corporation tax, Tax Planning, Tax Evasion, Tax Avoidance, Tax Management, Dividend Tax, Indian Company, Foreign Company. Vodafone Case.

Unit 5: Computation of Total Income and Tax Liability of Companies: Income from business, capital gain, income from other sources, Gross Total Income, Deductions from Gross Total Income, computation of Total Income. Introduction to MAT and Dividend Distribution Tax.

Unit 6: Special Tax Provisions: Tax provisions in respect of Free Trade Zone and Special Economic Zone, Tax provisions in respect of Infrastructure Development, Tax provisions in respect of Backward Areas, Amalgamation related tax issues.

Unit 7: Tax Payment: Tax deduction at source, Tax collection at source, and Advance payment of tax.

Suggested Books:-

1. Direct Taxes Planning and Business Tax Procedure by V.K. Singhania
2. Corporate Tax Planning and Management by H.C. Mehrotra
3. Students' Work Book on VAT and Service Tax by V. S. Datey
4. Indirect Taxes by H.C. Mehrotra
5. Indirect Taxes by V.S. Datey
6. Study Material published by ICSI, Financial Dailies and journals like Business Standard, The Economic Times and Financial Express, Economic and Political Weekly.

FT-418FA: PROJECT FINANCE

Course Outcome: Student will.....

CO1: Develop understanding about project and project finance, its necessary elements, why it is used, how it is used, its advantages and its disadvantages.

CO2: Be able to identify projects that meet the essential criteria for a project financing and know how to create the structure for a basic project financing.

CO3: Identify various sources of financing and learn making Financial estimation and projection for projects

CO3 Understand various risk elements in project finance

COURSE CONTENTS

1. Overview of Project Management I:

Meaning and characteristics of a project; Project planning – Tools of project planning, Gantt chart, Concepts of networking, Hierarchy of charts, prerequisite of successful project implementation.

2. Overview of Project Management II:

Generating and screening of project ideas; overview of market, demand and technical analysis. Numerical Problems/Case Study

3. Project Finance Introduction:

Meaning and common features of project financing in India, Difference with corporate financing, Project finance why, Structure of project finance, advantage and disadvantage of project financing.

4. Sources of Project Financing:

Structuring the Project Vehicle; Key Sponsor Issues; Sources for financing a project- Equity, Developmental loan, Subordinated loans, Senior debt, Syndicated loans, World Bank group financing sources, Export credit agencies, Bonds, Institutional lenders, Lease and Hire purchase Financing, Vendor financing of equipment, Supplier financing, Host government; Public private Partnership in India; Guarantee; Insurance issue; Case Study

5. Estimation of Profitability of Projects:

A review to Time Value of Money, Investment Criteria for Project Decisions, NPV, Benefit Cost Ratio, Internal Rate of Return, etc., Multiple Projects and Constraints, Special Decision Situations, Numerical Problems/Case Study.

6. Financial Estimates and Projections:

Overview of Cost of capital and weighted average cost of capital (WACC) concepts, Numerical Problems/Case Studies on weighted average cost of capital for projects; Project Elements and basic principles of Cash flow estimation of project, Numerical Problems/Case Study; Profitability Projections (Estimation of working results), Numerical Problems/Case Study.

7. Project Risk Analysis: Sources of risk, Project finance participant risk, Sensitivity analysis, Scenario analysis, and Break Even Analysis, Numerical Problems/Case Study.

SUGGESTED BOOKS

- “PROJECTS” Planning Analysis, Selection, Financing, Implementation, and Review by Prasanna Chandra, Tata Mc Graw Hill Publishing Company Ltd., Latest Edition.
- ‘Introduction to Project Finance’ edited by Andrew Fight, Butterworth-Heinemann an imprint of Elsevier, Linacre House, Jordan Hill, Oxford OX2 8DP 30 Corporate Drive, Burlington, MA 01803
- “Project Management” by Vasant Desai, Himalaya Publishing House.

FT-416FB: BANK MANAGEMENT

Course Outcome: Student will.....

CO1: Identify the various functions operations and activities of banking institutions.

CO2: Examine and apply basic finance concept to management of Indian banking institutions.

CO3: Able to evaluate performance of Indian banks.

CO4: Understand basic of capital, lending, deposits of Indian banks.

COURSE CONTENTS

1. Bank's role as financial intermediaries, Basic Principles of Banking, Some Important **Legal Provisions** Relevant for Bankers.
2. **Evaluation of Bank Performance:** Introduction and analysis of financial statements of banks operating in India. Non-interest incomes and non-interest expenses in Indian banks. Key performance indicators for Banks CAMELS Ratings, alternative models of bank performance.
3. **Bank Customer Relationship:** Bank customer, Forms of bank customer relationship. Types of customer and their accounts. Bank's duties and rights, Termination of bank customer relationship.
4. **Sources of Bank Fund I-Deposits and Non Deposits:** Basic Concepts, types of Deposits, Deposit insurance, Deposit pricing, Non-deposit sources. Nomination facility of deposit accounts. Reserve requirement and computation of NDTL for banking system in India, Non deposits sources for banking system in India.
5. **Source of Bank Fund-II Capital:** Function of bank capital, Bank capital standards, Basel Committee.
6. **Use of Bank Fund-I Lending:** Purpose, security and modes of credit delivery, Broad steps to credit analysis, risk classification criteria, Fixed vs floating rate, Legal Aspect of Lending. Prudential norms, Loan sales.
7. **Use of bank fund II-Investment:** Basic concepts, VaR, Banks investment portfolio in India.

SUGGESTED BOOKS

- "Management of Banking" - S. Scot McDonald and Timothy W. Koch, Thomson.
- "Management of Banking and Financial Services" Justine Paul and Padmalatha Suresh, Pearson Education.
- "Commercial Bank Management" Kanhaiya Singh, McGraw Hills Education
- "Bank Management and Financial Services" Peter Rose and Sylvia C Hudgins, McGraw Hills Education
- "Financial Institutions and Markets" L.M Bhole, Tata Mc Graw Hill Publishing Company, New Delhi.
- "Bank Financial Management" S N Swastikar, Taxmann Publication Pvt. Ltd.

FT-417FB: STRATEGIC FINANCIAL MANAGEMENT

Course Outcome: Student will.....

- CO1: Enhance the understanding of the fundamental concept of managing financial aspect of organizations.
CO2: Develop systematic and efficient knowledge of financial management that can be applied in practice.
CO3: Be able to make financial decisions and resolving financial problems.
CO4: Be able to look at ways that human resources can make a direct impact on a company's growth.
CO5: be able to adopt a strategic approach to developing and retaining employees to meet the needs of the company's long-term plans.

COURSE CONTENTS

- 1. Financial Policy & corporate Strategy** , Recent Trends and Practices in Strategic Finance, Role of CFO.
- 2. Advanced Capital Budgeting Strategies**, Capital Budgeting under Risk & Uncertainty, Sensitivity Analysis, Methods of selection of projects, Capital Budgeting under inflation, Diversification Strategies.
- 3. Corporate Dividend Decisions:** Practical Considerations in Dividend policies, Forms of Dividend, Rules & Legal interpretations, Various Strategy & Theories on Dividend policies.
- 4. Financing Decisions:** Strategic Evaluation of various sources of long term finance, Startup Financing – Sources, issues and challenges.
- 5. Short term financing decisions** - Working Capital Strategies of a firm, Comparing Alternate sources of working capital – Bank financing, Inter corporate deposits, commercial papers and other money market instruments.
- 6. Business Valuation** – Approaches of valuation- Income Approach, Market Approach, Asset Based Approach, EVA.
- 7. Restructuring Strategies:** - Financial Distress and reorganization, Mergers, Acquisitions, Amalgamations, Reverse Mergers and Turnaround strategies of a corporate firm.

SUGGESTED BOOKS

- “Mergers & Acquisition”, – R. Machiraju
- “Financial Management”, - Prasanna Chandra
- “Corporate Finance & Investment”, – R. Pike & Node
- “Finance : A management guide for managing company funds ad profit”, – I.M. Pandey
- “Financial Decision”, - Hompton

FT-419 FB DATA ANALYTICS

Course Outcome: Student will.....

Co1:-Discuss the role of data analytics in quality and performance improvement efforts.

Co2:- Describe the tools and techniques used for data analytics in Business organizations.

Co3:- Identify techniques to communicate insights gained from data analysis.

Unit -1 Basics of Data Analytics

Understand need of data analytics, application of data analytics, data and types of data, concept of data and information, data analytics and business analytics

Unit -2 Data Analytics Using Advance Excel

Ms Excel formulas, Pivot tables, Graphs, conditional formatting, Lookups, Text, Dates and IF statements, Data Distributions, Correlation and Regression

Unit -3 Reporting types

Difference between reporting and analysis, Reporting tools, Standard report formats, Machine learning, summary reports and frequency tables using base SAS procedures

Unit-4 Basics of SAS

Create temporary and permanent SAS data sets, Create and manipulate SAS date values, Use DATA Step statements to export data to standard and comma delimited raw data files, Control which observations and variables in a SAS data set are processed and output

Unit-5 Managing Data using SAS

Investigate SAS data libraries using base SAS utility procedures, Sort observations in a SAS data set, conditionally execute SAS statements, Use assignment statements in the DATA step, Modify variable attributes using options and statements in the DATA step, Accumulate sub-totals and totals using DATA step statements, Process data using DO LOOPS, Process data using SAS arrays

Unit -6 Advance SAS

Demonstrate advanced data set processing techniques such as updating master data sets, transposing data, combining/merging data, sampling data, using generation data sets, integrity constraints and audit trails
Reduce the space required to store SAS data sets and numeric variables within SAS data sets by using compression techniques, length statements or DATA step views, Use PROC DATASETS to demonstrate advanced programming skills (e.g. renaming columns, displaying metadata, creating indexes, creating integrity constraints, creating audit trails)

Unit -7 Data Analytics in real-time

Scope and Future of Data Analytics, Banking and Securities Case study(NSE XLS and Predictions),Media and Entertainment Case study(TRP Analysis),Healthcare Providers Case study, Education and Data analytics, Manufacturing and Natural Resources Case Study

Reference Books

1. Mining of Massive Datasets By: Jure Leskovec, Anand Rajaraman, Jeff Ullman Publisher: Cambridge University Press
- 2.Excel: Formulas & Functions Book by Robert Dinwiddie Publisher: DK Publishing
3. SAS Clinical Programming: by Y. Lakshmi Prasad Publisher: Notion Press

FT417 HA INDUSTRIAL RELATIONS AND LABOUR LAW

Course Outcome: Student will.....

CO1: Acquaint with various rights and benefits available to the workmen under the legislations.

CO2: Learn the importance of the maintenance of Industrial Peace and efforts to reduce the incidence of strikes and lockout and industrial strike are to be emphasized.

CO3: Comprehend the multidimensional complexities of industrial relations to enable him to develop the right perspective of this delicate responsibility to deal with union constructively.

Course Contents

1. **Industrial Relations in India:** Overview and Appraisal, Workers Participation in Management (WPM): Meaning, Objectives, Essential Conditions, forms, Reasons for Limited Success and Suggestions for Improvement, WPM in India, Collective Bargaining: Meaning, Functions, Process and Prerequisites.
2. **Industrial Employment:** Concept, Standing Orders Act, 1946, Industrial Disputes Act, 1947.
3. **Trade Unions:** Meaning, Functions, Problems, Trade Union Movement in India and Trade Union Act, 1926
4. **Factories Act, 1948.**
5. **E.S.I.C. Act, 1948**
6. **Payment of Gratuity Act, 1972,**
7. **Contract Labour (Regulation and Abolition) Act, 1970**

Suggested Books

1. R. C. Chawla and K.C. Garg, "Industrial Law", Ludhiana, Kalyani Publishers, 1993.
2. P.L. Malik, "Industrial Law", Lucknow, Eastern Book Co., 1995.
3. J.K. Bareja, "Industrial Law", New Delhi, Galgotia Publishing Co., 2001.
4. M.Y. Pylee and George Simon, "Industrial Relations and Personnel Management", New Delhi, Vikas Publishing House, 1996.
5. P Subba Rao, "Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games", Mumbai, Himalaya, 2000.
6. S.C. Shrivastava, "Industrial Relations and Labour Laws", New Delhi, Vikas Publishing House, 1994.
7. Jerome Joseph, "Industrial Relations: Toward A Transformational Process Model", New Delhi, Global Business Press, 1995.

FT418HA ORGANISATION DEVELOPMENT

Course Outcome: Student will.....

CO1: Comprehend importance of Organization Development, and to offer insights into design, development and delivery of OD program.

CO2: Acquire knowledge and skills in solving organizational problems in order to bring improvement in performance in organization.

CO3: Develops the capability to see organizational issues from a number of perspectives with many possible solutions.

Course Contents

1. Introduction: Definition, History, Assumptions, Values and Beliefs in O.D, Organization Development & Transformation
2. Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.
3. OD interventions: Overview, Types, Team interventions, inter- Group interventions.
4. Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.
5. Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.
6. Emerging Trends in OD with special emphasis on future organizations.
7. Research on OD, Case studies in OD

Suggested Books:

1. Wendell L. French and Cecil N. Bell Jr., "Organization Development" New Delhi, Prentice Hall.
2. Don Harvey and Donald R. Brown, "An Experiential Approach to Organizational Development", New Jersey, Prentice Hall Inc.
3. Wendell L. French Cecil H Bell, Jr., Robert A. Zawaski. (Eds.), "Organizational Development and Transformation: Managing Effective Change", Illinois: Irwin Inc., 1994.

FT 416HA PERFORMANCE PLANNING AND APPRAISAL

Course Outcome: Student will.....

CO1 The goal of this course is for students to effectively implement and manage a performance management system in support of the strategic goals of the organization.

CO2 To help the students to comprehend what is meant in an organization b performance and how its planning is important in an organization with respect to attaining and maintaining a contented work force for the larger objective of having a competitive edge in the industry.

Course Content:

1. Overview of Performance Planning and Appraisal
2. New objectives of Performance Appraisal
3. Purpose of Performance Appraisal, Uses of Performance Appraisal
4. Designing of Performance Appraisal System, Steps of Performance Appraisal Process, Essentials of Good Performance Appraisal System
5. Methods of Performance Appraisal
6. Performance appraisal in a government organization
7. Performance appraisal in a private organization

Suggested Books:

- Organization Behavior by Robbins
- Personnel / Human Resource Management by De Cenzo and Robbins
- Handbook on Organizational Performance – Johnson and Redman
- Designing and Managing HR Systems- Pareek and Rao.

FT 416HB INTERNATIONAL HRM

Course Outcome: Student will.....

CO1: Acquire knowledge and competencies needed for these professionals to deal effectively with the challenges of an international workforce.

CO2: Disseminate best practice methodologies for international human resource management.

CO3: Be able to understanding of the role of Human Resources management (HRM) in international contexts.

COURSE CONTENTS:

1: Foundation and challenges of international HRM, difference between domestic HRM and International HRM (IHRM)

2:Global view - I HRM: Issues in recruitment and Selection, Training and development in context of globalization, Labor relation in Global context, HRM in cross culture context

3:Globalization and quality management, Competition in international environment.

4: Performance management and Compensation, Level of Knowledge: application knowledge, Performance management: factors associated with individual performance and appraisal –criteria used for performance appraisal of international employees-appraisal of host country nationals, Compensation: Objectives of international compensation-approaches of international compensation.

5: Expatriation and Repatriation, Level of knowledge: Understanding and applying, Expat failure- Causes for failure, Repatriation process.

6: Strategic approach to HRM, Integrating HR strategies with corporate and functional strategies

7: International HR in strategic decisions, International HR strategies

SUGGESTED BOOKS:

1. Internationalization the people dimension – by Stephen J Porter
2. Managing HR in the 21st century – by E.E.Koffek , R N Block
3. International Management Behavior- by Lane DI sfalo and Maznevski
4. Managing Human Resources: Through Strategic Partnerships (Managing Human Resources Through Strategic Partnerships) -by Susan E. Jackson, Randall S. Schuler
5. Managing Human Resources By Wayne F. Cascio
6. Human Resource Management: A Strategic Approach- by William P. Anthony , K. Michelle Kacmar, Pamela L. Perrewe.

FT 418HB HR BASED BUSINESS PROCESS AND TRANSFORMATION

Course Outcome: Student will.....

CO1: Create fit for purpose people functions by aligning HR and business strategy.

CO2: Understand the appropriate structure, capabilities, and systems in place that enables HR scholars to deliver real value to the business outside.

CO3: Successfully build HR capabilities that drive scalable and sustainable business value.

COURSE CONTENTS:

1. **Innovation and Creativity:** Theories of innovation and creativity, managing people side of motivation, resistance to motivation, the creative process, releasing creativity, creative techniques of problem solving, the creative environment, creative organization, creativity training, introduction to learning organizations, Architecture of Learning Organization.
2. **Team Building:** Redesigning Work, Developing Teams, Building, Teams Structure and Skills, managing Disruption and Conflict, Improving work process and work flow, Appraising Team Performance, Leading High Performance Teams.
3. **Total Quality Management:** History and Philosophy of TQM, TQ as a System, Step by step TQM Implementation Process, ISO 900 and ISO 4000 process Implementation and obtaining Certification, Malcom Baldrige Award criteria, Demings Award, Rajiv Gandhi Quality Award.
4. **Basic HR issues in TQM:** Leadership Vision and Continuous Process of improvement, Kaizan, performance appraisal and TQM, People Capability Maturity Model (PCMM), Quality HR Practices.
5. **Business Process Re-Engineering:** Basic Concepts, Process Mapping, Work flow Mapping, Effectively Applying BPR in the Organizations.
6. **Management Of Change:** Theories of Change, Leading Change, Resistance to Change, Change Process, Visioning, HRM and Culture.
7. **Knowledge Management:** Meaning, Application, Creating Knowledge Organization, Role of Chief Knowledge Officer in Organization.

SUGGESTED BOOKS:

1. Pradip N. Khandwala, Fourth Eye: "Excellence Through Creativity", Wheeler Publishing, New Delhi
2. Knoues B Stephen "Human Resource Management Perspective on TQM: Concepts and Practices, Milwaukee Kilsconsin, ASQC Quality Press latest edition, 1996.
3. Robert A. Pato an James Mccalman, "Change Management: A Guide to Effective Implementaton" New Delhi, Response Books, 2000.

FT-419 HB DATA ANALYTICS

Course Outcome: Student will.....

Co1:-Discuss the role of data analytics in quality and performance improvement efforts.

Co2:- Describe the tools and techniques used for data analytics in Business organizations.

Co3:- Identify techniques to communicate insights gained from data analysis.

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Understand need of data analytics, application of data analytics, data and types of data, concept of data and information, data analytics and business analytics

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