



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

DAVV

International Institute
of Professional Studies

Syllabus Of Master of Business Administration (Management Science) (5YDC) Integrated Programme

Academic Session : 2018-23

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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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 AhilyaVishwavidyalaya 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) 5 Yrs Integrated Program

Master's in Business Administration (Management Science) was introduced by D.A. University in the year 1992 keeping in view the increasing manpower requirements of the industry in the post liberalization era. This innovative course is designed on the philosophy of “Catch them Young”. In first three year (BBA), program has objective to provide the fundamental concepts and theory of business practice in a business discipline. Last two year (MBA) the programme is designed to enable students to integrate knowledge of various functional areas including marketing, finance and human resource and other aspects of management based on current trends in the market. It also helps in enhancing the decision making skills of the students in various areas so that they can identify the market opportunities and face the challenges in the business environment.

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 seminars, MRPs, summer internship etc add to the creativity, leadership skills and ability to work in Team.

Objectives - This five years 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”. The core objectives of this program are:-

- To develop knowledge in core areas of business including finance, marketing, management and strategy, based on current research and practices
- To inculcate skills essential for managers i.e, decision making skills, leadership skills, communication skills and team working abilities
- To inculcate an attitude of compassion towards fellow beings, commitment towards work and sense of social purpose among students for becoming responsible citizens.

Advantage 5 years – IIPS was pioneer in conceptualising the integrated courses in management and computer science. The rich experience of 27 years has given MBA (MS) 5yrs program certain unique advantages.

The students study three semesters of specialisation (7th, 8th and 9th) which enables them to develop indepth understanding of their respective specialisation.

- The smooth transition from UG to PG in the same department makes them more confident and clear about their goals.
- The students carry 10th semester doing industrial training. This gives them an opportunity to implement the theoretical knowledge.

Learning Outcomes -The programme is designed to enable students to integrate knowledge of various functional areas including marketing, finance and human resource and other aspects of management based on current trends in the market. It will also help in enhancing the decision making skills of the students in various areas so that they can identify the market opportunities and face the challenges in the business environment. At undergraduate level the course provide a strong foundation in developing critical thinking, analytical, problem solving skills and also equip them with the ability to identify and evaluate relevant information for decision-making. Last two year (MBA) the programme is designed to enable students Marketing, Finance, HR, Strategy formulation and implementation. Marketing, Finance, HR, Strategy formulation and implementation. Data analysis, supply chain management, product and brand management, financial research, market research and organizational development.

Career opportunities – Students may build career in various fields. “Marketing field” offers Jobs including Sales, Marketing, Advertising, Retail, Market Research etc. “Finance” offers jobs in fields like Equity analysts, Banking, Insurance, Consultancy, Business analyst, Selling Financial Products etc. “Human Resource field” offers jobs with recruitment firms, HR planners etc. Moreover students from all specializations can pursue career in higher education as teachers and researchers in **the areas of** Marketing – Retail, Consumer Behaviours, Service marketing, Etc. Finance – Banking, Personal Financial Management, Equity Markets, and Foreign Exchange etc. HR – Recruitments strategies, Training and Development etc, or General Management. Building career as an Entrepreneur is another prominent choice available to students of MBA (MS) 2yrs.

NAME OF THE PROGRAMME: MBA MS (5YRS) INTEGRATED PROGRAMME

Programme Specific Outcomes

- PSO1: Understand the fundamental concepts and theory of business practice in a business discipline in first three years (BBA).
- PSO2: Integrate knowledge of various functional areas including marketing, finance and human resource and other aspects of management based on current trends in the market during the last two years (MBA) of the programme.
- PSO3: Enhance students decision making skills in various areas so that they can identify the market opportunities and face the challenges in the business environment.
- PSO4: Nurture professionals and entrepreneurs in diversified areas like Finance, Marketing, HR etc.
- PSO5: Add to the creativity, leadership skills and ability to work in Team.
- PSO6: Develop leadership qualities, business skills and managerial competencies blended with societal concern among the stakeholders.
- PSO7: Inculcate skills essential for managers i.e, decision making skills, leadership skills, communication skills and team working abilities.
- PSO8: Inculcate an attitude of compassion towards fellow beings, commitment towards work and sense of social purpose among students for becoming responsible citizens.
- PSO9: Develop critical thinking, analytical, problem solving skills and also equip them with the ability to identify and evaluate relevant information for decision-making.

Semester - I

Code	Subjects
IM-101	Principles and Practices of Management
IM-102	Financial Accounting
IM-102B	Interpersonal & Organisational Behavior
IM-103	Business Mathematics-I
IM-104B	Fundamentals of Computer and Web Technology
IM-106D	Language Proficiency-I (English)

IM-101 Principles and Practices of Management

Course Outcomes:

- 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: Understanding the managerial functions of Assessing, Planning, Organizing, and Controlling. Both traditional and cutting-edge approaches are introduced and applied.
- CO4: Understanding implications of managerial action and inaction.

Course Contents

1. Concept of Management: Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought; the Classical School, the Human Relations School, Systems theory, Contingency Management, Developing Excellent Managers.
2. Planning: Nature and Purpose of Planning, the Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning.
3. Concept and Nature of Objectives: Types of Objectives, Importance of Objectives, Setting objectives, Management by Objectives (MBO) Benefits and weaknesses of MBO.
4. Strategies and Policies: Concept of Corporate Strategy, formulation of Strategy, Types of Strategies, Types of Policies, Principles of formulation of Policies, Decision Making Process, individual Decision Making Models.
5. Organizing: Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization.
6. Controlling: Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a feedback system, Feedforward Control, Preventive Control, Profit and Loss Control, Control through Return on investment, the Use of Computer for Controlling and Decision Making, the Challenges created by IT as a Control Tool.
7. Case studies: one case in each unit.

Books

1. Harold Koontz, O'Donnell and Heinz Wehrich, "**Essentials of Management**", New Delhi, Tata McGraw Hill, 1992.
2. R. D. Agrawal, "**Organization and Management**", New Delhi, Tata McGraw Hill, 1995.

Suggested Readings

1. Harold Koontz, Heinz Wehrich, "**Management: A Global Perspective**", New Delhi, McGraw Hill, 10th Ed., 1994.
2. Robert Krietner, "**Management**", Houghton Mifflin Co., 7th Ed., 1999.

IM-102Financial Accounting

Course Outcomes:

- CO1: To acquaint students with 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: To 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 Accounting Standards and US GAAPs
2. DOUBLE ENTRY SYSTEM OF ACCOUNTING-I: Concept and definition, accounting cycle, Process of accounting, various steps in DES a/c, Journal, Concept and importance, types of A/Cs, rules of accounting, process of journalizing, Numerical problem.
3. DOUBLE ENTRY SYSTEM OF ACCOUNTING-II: Ledger, Concept and definition, process of ledger posting, the concept of trial balance and its preparation, Numerical problem.
4. DOUBLE ENTRY SYSTEM OF ACCOUNTING-III: Concept of final A/Cs, their need and necessity, preparation of final A/Cs without adjustments, adjustments in final A/Cs, need and necessity, final A/C with adjustment, Numerical problem.
5. An Introduction to Subsidiary Books, Cash Book and its types, Preparation of various types of Cash Books.
6. Bank Reconciliation Statement: Concept, Causes and Need, Reconciliation Process, Numerical Problems.
7. Depreciation Accounting: Concepts and Numerical

Books:-

1. Principles of Accounting by R.L. Gupta & V.K. Gupta, S. Chand Publication
2. Principles of Accounting by T.S. Grewal,
3. Financial Accounting by S.N. Maheshwari, Vikas Publishing House Pvt. Ltd.

IM-102B Interpersonal and Organisational Behaviour

Course Outcomes:

- CO1: Understand Evolution of Organisation Behaviour in terms of cognitive, behavioristic and social cognitive aspects.
- CO2: Understanding and application of factors affecting motivation with its theories beneficial for today's competitive environment today.
- CO3: Understand factors affecting Organisational behaviour shaping Personality, Perception and Learning processes of employees.
- CO4: Understand Interpersonal Processes and Behaviors, Team Development, Foundations of Group Behavior and Group Dynamics, Developing Work Teams, Team Effectiveness & Team Building for Organisational benefit.
- CO5: Knowhow of Organisational systems and Organisational change process, factors affecting change and its coping mechanism.
- CO6: Understanding and application of Contemporary theories of leadership, Johari Window, Transactional Analysis and Success stories of today's Global and Indian leaders.

Course Contents

1. Introduction:
 - a) Organization: Concept, Features, Types and Significance;
 - b) Organizational Behaviour: Concept and Features; Organisational Behaviour Models: Autocratic, Custodial and Supportive.
2. Individual Behaviour in Organisation:
 - a) Personality: Meaning and Determinants. Personality and Behaviour.
 - b) Perception: Meaning and Factors Affecting Perception, Application of Perception in Organisational Behaviour.
 - c) Attitude: Meaning and Features; Factors Affecting Attitude Formation.
 - d) Values: Meaning, Types and Sources.
3. Motivating Behaviour
 - a) Motivation: Meaning and Theories of Motivation – Maslow's Needs Hierarchy Theory, Herzberg's Two Factor Theory and McGregor's Theory X and Y.
 - b) Learning: Concept, theory and application.
4. Group Behaviour in Organisation:
 - a) Group: Concept, Reasons of Group Formation, Types of Groups, Theories of Group Formation: Proximity Theory and Homans' Interaction Theory, Group Cohesiveness.
 - b) Work-Team: Meaning and Types of Teams.
 - c) Leadership: Concept and Importance; Styles of Leadership; Leadership Theories: Charismatic and Behavioural.
5. Organisational Conflicts:

Concept, Stages of Conflicts, Issues involved in Conflicts, Classes of Conflicts, Modes of Handling Conflicts.
6. Organisational Change:

Concept and Nature; Forces of Change, Resistance to Change, Management of Change.
7. Case studies: Minimum one case based on each unit.

Books

1. Fred Luthans: Organisational Behaviour
2. W. L. French and C. L. Bell: Organisational Development: Behavioral Science Interventionsfor Organisation Improvement
3. H. Schein: Organisational Psychology
4. R. Kreitno, R. A. Kinioki: Organisational Behaviour
5. S. P. Robbins: Organisational Behaviour
6. H. J. Arnold & D. C. Fieldman: Organisational Behaviour
7. K. Davis: Human Behaviour at Work: Organisational Development
8. U. S. Sekaran: Organisation Behaviour: Text and Practice

IM-103 Business Mathematics-I

Course Outcomes:

- CO-1: Understanding types of sets and different applications.
- CO-2: Solve the problems related to simple interest, Compound interest and depreciation.
- CO-3: Understanding the concept of determinates and solves the problem using cramer's method and finds the value of different variable.
- CO-4: Demonstrate knowledge of types of matrix and solve the probe the business applications using inverse method.
- CO-5: Solve the different types of problems using differentiation
- CO-6: Analysis the profit function, cost function, revenue function using maxima minima and application of derivatives.

Course Contents:

1. **SET** -Set theory, types of sets, applications, set theorems (De-morgains law)
2. **Simple Interest and Compound Interest** -Introduction and its business applications, calculation of amount, principle, rate of interest.
3. **Profit, Discount** -Appreciation and depreciation, loss, percentage, profit maximization in economics.
4. **Determinants** -Types, application, determinant arithmetic minor, cofactor, Cramer's rule
5. **Matrix** - Solution of linear equation by irreverse method, I/O analysis, Rank & order of matrix, types of matrices, matrix arithmetic and algebra.
6. **Differentiation –I** -Limits, continuity, elementary theorems of differentiation, types of derivatives.
7. **Differentiation –II** -Maxima, minima, partial differentiation, elementary calculus and its application in business, economics and finance.

Text Readings :

1. R. Jayprakash Reddy and Y. Mallikarynna Reddy, “**A Text book of Business Mathematics**”, New Delhi, Ashish Publishing House, 2002
2. K. B. Dutta, “**Matrix and Linear Algebra**”, New Delhi, Printice Hall of India 1999.

IM-104B Fundamentals of Computer and Web Technology

Course Outcomes:

- CO-1: Demonstrate knowledge of generation of computer and input output devices with the block diagram of computer.
- CO-2: Understanding the types of memories and operating system.
- CO-3: Understanding the function of MS-Word by using different functions.
- CO-4: Performing working with MS-Excel.
- CO-5: Working with MS-PowerPoint including multimedia, graphics and special effect.
- CO-6: Demonstrate knowledge of internet and service used in internet.

Course Contents:

UNIT 1: Introduction to computer: Definition/characteristics of computers, advantage and limitation/elements/classification of computer, computer architecture- block diagram, computer language, number system, Memory and types. Operating System and its types.

UNIT 2 : MS Word and MS Excel : MS Word application window – Toolbars – Creating, Saving and closing a document. Different types of Tab. Creating and Editing data in worksheet, charts and graphs, formulas and its application in Ms excel.

UNIT 3 :MS Power Point and MS Access : MS Power point window – Menus and Tool bars. Creating presentations through Auto content wizard, Templates, animations, Slide Master. Introduction of MS Access, Data, Information, Database, File, Record, Fields. Features and advantages of MS Access. Application of MS Access using Tables, Forms, Queries and Reports.

UNIT 4: Internet and Network: Networking and its types (LAN, WAN, MAN topologies) , Internet and its features, services and protocol, browsers, www, DNS, websites, search engines.

UNIT 5: HTML: Scripting in HTML- Classification of Tags - Use of Padded Tags - Use of unpadded tags - Formatting Tags - Meaning of Forms - Uses of Forms -Creation of Tables - Meaning of Frames - Creation of Frames - Graphics in HTML - Web Designing Principles and Issues.

UNIT 6: Introduction to computer graphics and multimedia: Introduction, advantages and applications of computer graphics, Types of graphics(Bitmap& Vector graphics), types of packages of making and animating computer graphics. Introduction, multimedia in entertainment, multimedia in software training, multimedia in education training, stream of multimedia.

UNIT 7: Dynamic webpage through HTML: Advanced HTML Authoring: Using frames. Cascading Style sheets.. Working with active content. Design and Development of different types of Web Page(student entry form, sales invoice, library etc.)

Recommended Books:

1. Information technology by Sushila Madan, Taxmann Allied Services (P) Ltd.
2. Information Technology for management by Ramesh Behl, Tata Mc Graw Hill Education Pvt. Ltd.
3. Fundamentals of Information Technology. (Text Book) by Alexis and Mathews Leon, Vikas Publication
4. Multimedia systems by John F Koegel Buford, Pearson publication.
5. Multimedia Communications (Application, networks, protocols and standards) by Fred Halsall, Pearson publication.
6. Computer Graphics by Donald Hearn and M. Pauling Baker, Pearson publication.

IM-106D Language Proficiency-I (ENGLISH)

Course Outcomes:

- CO1: Develop their ability to communicate in written mode with correct usage of English grammar.
- CO2: Enhance their vocabulary and grammatical forms of English to use in specific communicative contexts.
- CO3: Develop the speaking ability in English- in terms of both fluency and comprehensibility.
- CO4: Develop competence in the four modes: writing, speaking, reading and listening.
- CO5: Gain an understanding of script writing, various motivational, leadership and problem solving stories for application of these ideas in real world situations.

Course contents:

1. **Vocabulary Building:** -Antonyms, synonyms, prefixes, suffixes, article prepositions, tenses, worksheets, reading practice, hearing.
2. **Defining and describing:** -Difference between defining and describing from the language point of view, Student will define simple day-to-day things, places, persons, devices, tools etc. and also describe them (Students will be given home assignments in vocabulary/definitions & descriptions. They will collect and paste in their journal minimum 2 sample passage of style/ register and analyze them)
3. **Writing different types of paragraph:** -Structure of para- topic sentence, elaboration, explanation, illustrations etc., para of comparison, contrast, argumentative para, and descriptive para.
4. **Scrape book:** -Concept, usefulness and relevance, students will prepare a scrap book on a topic of their interest with the help of the teacher.
5. **Writing script for comparing a program:** -Various functions of the college, festivals and other public functions.
6. **Reading and review:**-Reading and review of 10 short stories (motivational, inspiring, problem solving, leadership etc. to be provided by the faculty in the beginning of the session)
7. **Grammar & Vocabulary** - Parts of Speech- Noun, Adjective, Verb, Adverb, Preposition, Pronoun, Conjunctions, Interjections, Determiners, Articles, Phrasal Verbs, Subject & Verb Agreement, Tenses, New Words (Compound words, Eponyms, Pejorative words, Loaning), Punctuations, Antonyms & Synonyms, Prefixes & Suffixes

Suggestions for Faculty:

The teacher will prepare a need-based list of words and students will be encouraged to add to it. The teacher will help students acquire language through language games, quiz, pair/group activities and creating situations in the classroom so as to enable them to collect and use appropriate words, proverbs, phrasal verbs etc. accordingly. Teacher will encourage students to listen to/ watch various programs on TV/radio to observe the role of the anchor/compare and make them talk about her/his language skills.

Books:

- N.Krishnaswamy, Modern English (Macmillan, India)
- Bhaskaran and Horsburgh, Strengthen Your English (OUP)
- Kane Thomas, The New Oxford Guide to Writing (OUP)
- Tikoo and Shashikumar, Writing with a purpose (OUP)

Semester – II

CODE	Subjects
IM-203	Cost Accounting
IM-204A	Business Mathematics-II
IM-210B	Programming Using C++
IM-214	Business Law
IM-216A	Business Statistics-I
IM-219	Business Communication

IM-203 COST ACCOUNTING

Course Outcomes:

CO1: Understand the term cost, types of cost.

CO2: Students will learn the elements of cost and how to value them.

CO3: Students will acquire knowledge of the cost procedure for different industries

CO4: Students will be able to identify possible inefficiencies or areas necessary for improvement

CO5: They will also have knowledge on preparing of cost sheets.

CO6: Students skills on cost reduction and cost control will be enhanced

CO7: Students will be able to do cost audit

Course Content-

1. Fundamentals: Cost Accounting- Meaning, Objective, Advantage and importance, Concepts and Classification of cost, Cost accounting, as compared with Financial and Management Accounting.
2. Elements of Cost-Materials: Meaning and Classification, Labor: Meaning and Classification, Overheads: Meaning and Classification
3. Unit or Output Costing—Costing Procedure, Items excluded from cost, Preparation of Cost Sheet, Numerical Problems: Estimated cost sheets, Quotation and tenders etc.
4. Contract costing – Features of contract costing, Contract costing procedure, Special points in contract costing. Numerical problems: Incomplete Contracts. Job & Batch Costing- Difference between contract and Job costing, Job costing procedure, Batch costing procedure, Economic batch quality
5. Process Costing-- Essential characteristics of process costing, Process costing Procedure, Process losses & Wastages, Process gains & Effectiveness. Numerical problems: Partial sale of production, Inter-process profits, etc. Various methods of absorption of joint costs. Numerical Problems.
6. Misc. costing methods—Uniform costing, Operating costing,
7. Miscellaneous—Cost reduction & Cost control, Cost audit, Recent trends in cost accounting.

Books—

- Cost accounting- Principles & Practice by M.N. Arora, Vikas Publishing House Pvt. Ltd.
- Practical Costing by Khanna, Pandey, Ahuja &Batra, S.Chand Limited.
- Practical Costing by P.C.Tulsian, Sangam Books Limited.

IM-204A Business Mathematics-II

Course Outcomes:

- CO1: Understanding the Arithmetic progression and geometric progression and solve the problems.
- CO2: Introduction of need and classification of different types of models.
- CO3: Solve the different types of problems using integration.
- CO4: Solve the different types of Business Applications using integration.
- CO5: Solve the problems related to linear and homogenous equation.
- CO6: Solve the problems related to first order second order and nth order.

Course Content

- 1. Progressions:** Arithmetic Progression, Geometric Progression, Harmonic Progression and their business applications.
- 2. Introduction to mathematical modeling:** Need and classifications of different types of model (Through Differential equation of first order and second order, through integral and partial differential equation, through calculus, through algebra, through graphs, through mathematical and dynamic programming taking example of atleast one model of each type)
- 3. Integration- I:** Introduction to Integration, Properties of Integration, Methods of integration and substitution, Integration by parts. Business Applications.
- 4. Integration – II:** Integration of rational functions, Substitution by partial fraction, Logarithmic, exponential, trigonometric integrals, Definite integral. Business Applications (Consumers and Producers surplus.)
- 5. Diff.Equation-I:** Linear and Homogenous equation of first order and first degree, Linear equation of second order and first degree, business applications.
- 6. Diff.Equation-II:** Linear difference equation of first/second order with second/third degree and its business applications.
- 7. Differential Equation-I:** Partial differential equation of first order, second order and nth order and its business applications.

Book

- Mathematical Modelling by JN Kapur, New Age Publication.
- Mathematics for Economists by Mehta- Madnani, S.Chand Publication.
- Mathematics Volume II by RD Sharma, Dhanapath Rai Publication.

IM – 210B PROGRAMMING USING C++

Course Outcomes:

- CO1: Demonstrate knowledge of generation of C & C++ Variables and constant.
- CO2: Demonstrate knowledge of generation of C programming And C++ programming.
- CO3: Understanding the types of operators used in programming.
- CO4: Construct the program related to the Arrays.
- CO5: Understanding the concept of class program and used in the programming.
- CO6: Understanding the pointer declaration and different types of operation with pointer

Course Content

1. **Programming fundamentals:** -Introduction to C. Variables. Types. Constants. Declarations. Expressions. Assignments. Operators. Statements. Iterative Instructions.
2. **Object Oriented Programming** -Introduction to OOP - Meaning of Object - Meaning of Class – LOOP, characteristics: Creation of new Data Types, Giving importance to Class, Inheritance, Encapsulation, Abstraction, Polymorphism, Operator Overloading, Function Overloading, Function Defining, Software Reusability.
3. **C Versus C++** -Programming with C++: General forms of a C++ programme, I/O with cout and cin, different operators, scope resolution operator, Data types, For while, do-while, if-else, switch and conditional statements, Unary Operators - Increment Operator (++), Prefix Notation, Postfix, Notation, Decrement Operator (--). Conditional Constructs - Switch .Case, Construct, Break Statement, Default Keyword, Conditional Operator, Examples on Programming Constructs.
4. **Arrays** -Introduction to Arrays - Declaration of Arrays - Different Types of Arrays : - One Dimensional Array, Two Dimensional Array. Array Examples on Variables – Array Examples on Constants.
5. **Class program:** - Classes and objects: structure and classes, unions and classes, constructors and destructors, Automatic, external and static data members and member function.
6. **Important feature of C++** -Recursion : Definition of recursion leading to recursive programmes. Some computing best described recursively.
Functions : Function definition. Statement return. Exit statement. Functions of type void. Declaration and definition. Internal and external variables. Scope. Blocks. Constructor, inheritance, polymorphic.
7. **Pointers and structures :** -Address of a variable. Declaring pointers. Operations with pointers. Pointers as function arguments. Address of an array. Address of a string. Pointers to functions. Dynamic memory allocation. Unions.

BOOKS

- Robert Lafore, “Object Oriented Programming in Turbo C++”, Galgotia Pub. Pvt. Ltd., New Delhi, 2000
- Herbert Schildt, “C++ : The complete reference”, Tata McGraw Hill Publishing Company Ltd., New Delhi, 1999
- D. Ravichandran, “Programming with C++”, Tata McGraw Hill Pub. Co. Ltd., New Delhi, 2000
- E. Balagurusamy, “Object Oriented Programming with C++”, Tata McGraw Hill Pub. Co. Ltd., New Delhi, 2000
- Bjarne Stroustrup, “The C++ Programming Language”, Addison-Wesley, New York, 1995
- Scott Meyers, “Effective C++”, Addison-Wesley, New York, 1999
- Walter Savitch, “Problem Solving with C++”, Addison-Wesley, New York, 1996

IM-214 BUSINESS LAW

Course Outcomes:

- CO1: The learners/Students would gather the knowledge about the applicability of Law to Individual, business.
- CO2: Gain command over basic fundamental principles of Contract.
- CO3: They will more vigilant towards the laws in banking, SEBI and other legal matters.
- CO4: More developed approach towards various kinds of business forms.
- CO5: Enhancement in problem solving approach towards litigations.

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, and 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 Sale of Goods Act, 1930** -Contract of sale, essentials of contract of sale, conditions and warranties, Right of unpaid seller.
3. **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.
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. **Foreign Exchange Management Act, 1999** -General Principles- Meaning & definition of various important provisions Regulation & Management of Foreign Exchange- Current account transaction, capital account transaction. Provisions related to authorized person, Reserve Bank's power to issue directions to authorized person.
7. **The Consumer Protection Act, 1986 & An overview of Misc. Laws Related To Business** - General Principles- Meaning & definition of various important terms. Rights of Consumers Nature & scope of remedies available to consumers. The I.T. Act,2000, SEBI Act ,1992, , The competition Act,2002,The LLP Act,2008,Intellectual Property Related Laws,

Environment Related Laws.

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

IM—216A Business Statistics-I

Course Outcomes:

CO1: Understand the Importance of Statistics in decision-making process.

CO2: To develop, present and interpret the graphical data and making business reports.

CO3: How to calculate and apply measures of central tendencies (Mean, median, mode) and measures of dispersion (standard deviation and mean deviation) for grouped and ungrouped data analysis.

CO4: How to apply discrete and continuous probability distributions to various business problems.

CO5: Compute and interpret the results of Simple and Bivariate Correlation Analysis and finding the intensity of bonding between two or more than two variables.

Course Content:

1. **Introduction:** Definition/Meaning and Scope of Statistics, Functions and Applications of Statistics, Role of Statistics in decision making process, Limitation of Statistics. Basics of Population (Parameter) and Sample (Statistic).
2. **Classification, Tabulation and Frequency Distribution:** Introduction, Role and Functions of Classification, Rule for Classification, Tabulation: Meaning and Importance, Types of Tabulation, Frequency and Cumulative distribution, Graphical Analysis of all types of charts.
3. **Central Tendency:** Introduction, Measures of Central Tendies (Mean, Median, Mode, GM, HM) and their data analysis, Concept of Partition Values (Quartiles, Decile and Percentile and N-tiles).
4. **Measures of dispersion:** Meaning, Scopes and Application of Quatile deviation, Mean deviation, Standard Deviation, Variance, Coefficient of Variation, Standard Error and Probable Error.
5. **Skewness, Moments and Kurtosis:** Introduction, Measures of Skewness, Moments and Kurtosis (alpha, beta and gamma coefficients).
6. **Correlation:** Meaning and Scope of Correlation, Types of Correlation, Measures of Correlation (Karl Pearson, Spearman's Rank Correlation and Method of Concurrent Deviation) and concept of coefficient of Determination.
7. **Probability and Distribution:** Random Variable, Types of Probability Distribution (discrete and Continuous- Binomial, Poisson and Normal Distribution) and their applications in business.

Books

- Business Statistics: SC Gupta
- Business Statistics: JK Sharma
- Statistics for management: Richard I. Levin, David S Rubin

IM 219 BUSINESS COMMUNICATION

Course Outcomes:

- CO1: Nurture students into well-balanced and positive thinking human beings. Developing students into professionals, who are capable of facing new challenges and becoming the winners in Life.
- CO2: Enhancing Communication skills by practicing functions, processes and models.
- CO3: Understanding of Effective Communication, Barriers to Effective Communication, order, advice, suggestions, motivation, persuasion, warning, education, raising morale, conflicts and negotiation, group decision making.
- CO4: Practicing of various activities using dimensions of Communication- Upward, Downward, Lateral/Horizontal, Diagonal, grapevine, consensus, Channels of Communication- Formal, Informal; Patterns of Communication; Media of Communication-Verbal, Nonverbal.
- CO5: Understanding the importance and usage of Listening skills by various interactive session developing students into a perfect personality in Interpersonal Communication like Transactional Analysis, Johari Window.
- CO6: Understanding and practicing complete knowhow of Business Correspondence its Layout, planning, inquiries and replies, complaints, follow up, circulars, notices, goodwill letters, applications for employment, Report Writing, Public Speaking: Speeches and presentations, Interviews, Professional use of the telephone.

Course Contents

1. **Communication:** Meaning, nature, definitions, features, processes, models, functions.
2. **Objectives of Effective Communication:** information, order, advice, suggestions, motivation, persuasion, warning, education, raising morale, conflicts and negotiation, group decision making
3. **Dimensions of Communication:** Upward, Downward, Lateral/Horizontal, Diagonal, grapevine, Consensus.
4. **Channels of Communication** (Formal and Informal); Patterns of Communication; Media of Communication (Verbal and Nonverbal); Barriers to Effective Communication; Listening
5. **Interpersonal Communication:** Transactional Analysis, Johari Window
6. **Business Correspondence:** Layout, planning, inquiries and replies, complaints, follow up, circulars, notices, goodwill letters, applications for employment
7. **Case Studies**

Books

- Business Communication: K.K. Sinha
- Business Communication: M. V. Rodrigues
- The Art of Effective Communication: Margerison
- Effective Communciation: Asha Kaul
- Managing Time: David Fontana
- Managing Stress: David Fontana

Semester-III

Code	Subject
IM-301C	Marketing Management
IM-302	Management Accounting
IM-310B	Language Proficiency-II (French)
IM-314	Managerial Economics
IM-315	Business Statistics II
IM-316	RDBMS

IM 301CMARKETING MANAGEMENT

Course Outcomes:

- CO1: To understand the importance and concept of core marketing orientation, understanding Customers and market place.
- CO2: Description and detailed understanding of the environmental forces that affect the Company and customers.
- CO3: To develop an understanding of the concept of Consumer Behaviour.
- CO4: Understand the major bases for Segmentation, Targeting and Positioning concepts
- CO5: Implications of the concept of Product Life Cycle and its strategies.
- CO6: Integrate the theoretical concepts of 4Ps, i.e.Product, Pricing, Place and Promotion and its Application in case understanding
- CO7: Introduction to the new concepts of Marketing.

Course Contents

1. **Marketing Concepts:** Customer Value and Satisfaction, Customers Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value chain, BCG Matrix,
2. **Scanning the Marketing Environment:** Purpose of studying marketing environment, Macro- environment ,Micro- environment, Internal environment
3. **Market Segmentation, Targeting, Positioning:** Market segmentations, levels of market segmentations, patterns, procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, tool for competitive differentiation, developing a positioning strategy.
4. **Marketing Research:** Meaning andMarketing Research Process.
5. **Consumer Behaviour:** Meaning, Factors affecting buying behavior, Process of consumer buying behavior
6. **Elements of Marketing Mix:** - Product Decision: Objectives, Product classification, Product-Mix, Product life cycle strategies, equity, challenges, repositioning branding, introduction and factors contributing the growth of packaging, introduction of labeling. Pricing Decision: Factors affecting price, pricing methods and strategies. Distribution Decisions: Importance and Functions of Distribution Channel, Considerations in Distribution Channel Decisions, Distribution Channel Members. Promotion Decisions: A view of Communication Process, developing effective communication, Promotion-Mix elements.
7. **Emerging Trends in Marketing:** An introduction to Internet Marketing, Multi level marketing, Rural marketing, Green marketing, CRM & EVENT marketing.

BOOKS

- Philip Kotler “**Principles of Marketing Management**”, New Delhi: Prentice Hall of India, Millennium Edn. 1999.
- Willam J. Stanton, Michael J. Etzel and Bruce J. Welker, “**Fundamentals of Marketing Management**”, New York: Mc Graw Hill, 10thEdn., 1995.
- Philip Kotler, “**Marketing Management,Planning Analysis and Control**”, New Delhi, Prentice Hall of India, 9thEdn., 1998.

IM-302 MANAGEMENT ACCOUNTING

Course Outcomes:

- CO1: Understanding of the principles of Management accounting
CO2: Significance of Management Accounting in the planning and control functions of management.
CO3: Understanding use of Financial ratios in financial decision making.
CO4: Financial Statement analysis and its use.
CO5: Preparation of budgets
CO6: Understanding the concept and use of Fund flow and Cash flow statements.
CO7: Understanding the concept and use of Standard Costing and Variance Analysis.
CO8: Impart knowledge of recent trends in management accounting.

Course Contents

1. **Management Accounting-Introduction:** -The Nature of Management Accounting, Function of Management Accounting, Financial, Cost & Management Accounting, Need, objectives and importance, Introduction to financial Statement, Balance sheet, Profit & Loss account, Relationship between Balance sheet and Profit & Loss account.
2. **Financial Analysis-I:** -User of Financial Analysis, Types of ratios, Liquidity Ratio, Activity Ratio, Profitability Ratio, Leverage Ratio, Comparative statement analysis, Inter firm analysis
3. **Financial Analysis-II:** -Fund flow statements, Concepts and its preparation, Cash flow statements, Concepts and its preparation.
4. **Cost Volume Profit Analysis**
5. **Budgetary Control** -Meaning, types and purpose of budget, Preparation of budgets, Budget administration, Essentials and advantage of budgeting
6. **Standard Costing and Variance Analysis** -Concept and types of cost standards, Components of standard Costing, Material Labour and overhead standards, Utility and limitation of standard costing, Significance of Variance analysis, Variance computation.
7. **Recent trends in management account:** -Nature of responsibility accounting, Requirement of effective responsibility accounting, Cost control through responsibility accounting, Management Reporting.

BOOKS

- Management accounting a planning & approach by I.M Pandey, Vikas Publishing House Pvt. Ltd. (Third Revised Edition)
- Management Accounting by M.Y.Khan & P.K.Jain, Tata Mc Graw Hill Pvt. Ltd.
- Managerial Accounting by Louderback & Holmen, Thomson/South-Western

IM- 310B LANGUAGE PROFICIENCY-II (FRENCH)

Course Outcomes:

CO1: Linguistic Skills-Students will learn basic French grammar and vocabulary

CO2: Communication Skills- Students will be able to introduce oneself and converse spontaneously in given social settings.

CO3: Civilization Skills – Students will get familiarize to some aspects of France, its people and culture.

Story: A spring time in Paris and an adventure in Burgundy:

Lesson 1: Meeting and introducing each other

Lesson 2: Striking a friendship

Lesson 3: Expressing one's likes and dislikes

Lesson 4: Expressing agreement and disagreement

Lesson 5: Expressing surprise

Lesson 6: A country side house

Lesson 7: Lunch at Broussace

Vocabulary: Profession and nationalities

Day-to-day life and hobbies

Physical and psychological descriptions

Cardinal numbers

Lodging and getting food

Clothes and colors

Grammar: Definite and Indefinite Articles

Gender and no. of nouns and adjectives

Masculine and feminine forms

Interrogative and negative forms

Conjugation of verbs in present tense

Portative articles

Demonstrative and Possessive adjectives

Phonetics

Intonation

Linking words

Oral and nasalized vowel sounds

Semi vowels

Communication

Meeting and getting to know each other

Inviting someone and replying

Describe people

Giving order and expressing obligation

Requesting and ordering

Civilization

Paris: Monuments and Public places

The life of four Parisians from different professions

The French Region: The Burgundy

Daily Life in Countryside

IM-314 Managerial Economics

Course Outcomes:

- CO1: Understands what Economics is all about
- CO2: Know about demand & supply and how is the equilibrium obtained
- CO3: Finding out most efficient production and Cost level in both short and long run
- CO4: Finding out profit maximizing level of price, output in different forms of markets
- CO5: Understand the modern day objectives of the firms

Course Content

- 1. Introduction** - Managerial economics – Meaning, definitions, importance, Significance, scope of managerial economics, Related disciplines & managerial economics.
- 2. Demand concept-** Demand: - Concept, Types, Function, Cardinal Utility Approach, Ordinal Approach, Law of Diminishing managerial utility, Elasticity of Demand, Demand Forecasting
- 3. Production function** - Production Analysis, Law of variable Proportion, Return to scale, Isoquants & least cost combination of inputs.
- 4. Cost concept** - Cost: - Concept & Types, Short Run and Long run cost Analysis
- 5. Market Structure:-**Price determination under different markets: - Perfect competition, Monopoly, Monopolistic competition, Oligopoly
- 6. Theory of firm:** -- Managerial theory of firm: Profit and Sales Maximization, Managerial Discretion.
- 7.** Minimum three case studies based on above syllabus.

BOOKS

- Modern Micro Economics - Koutsoyiannis
- Managerial Economics Peterson &Levis
- Principles of Economics by Karle Case &. Ray C fair
- Managerial Economics - P.L. Mehta
- Micro Economics – Sundaram&Vaish

IM-315 Business Statistics –II

Course Outcomes:

- CO1: Can apply, analyze and interpret the data in the Research and can predict the behavior the population based on the sample study.
- CO2: Are able to analyze the market behavior using price and quantity index numbers
- CO3: Students are able to interpret, analyze and forecast the increase and decrease of demand and supply and of any other variable using time series concept.
- CO4: Students are able to find out missing values and are able to forecast the future value using interpolation and Extrapolation.
- CO5: Compute and interpret the results of Simple and Bivariate Regression Analysis for Business- forecasting.
- CO6: Perform Test of Hypothesis as well as calculate confidence interval for a population parameter for single sample and two sample cases. Understand the concept of p-values in the SPSS.
- CO7: Learn parametric (t-test and z-test and perform ANOVA and F-test) and non-parametric test such as the Chi-Square, kruskalwallis test for Independence as well as Goodness of Fit.

Course Content

- 1. Regression Analysis:** Introduction, Types of Regression Models, Methods to determine Regression Coefficients.
- 2. Index Number:** Introduction, Types of Index Numbers, Characteristics and Uses of Index Numbers, Methods for construction of Price Indexes, Applications of Index Numbers.
- 3. Time Series Analysis:** Introduction, Objective of Time Series Analysis, Time Series Pattern, Components of Time Series, Time Series Model.
- 4. Interpolation and Extrapolation:** Introduction, Assumptions, uses; Methods- Graphical and Algebraic Methods. Application in business decision making
- 5. Testing of hypothesis:** Introduction, One-sample and Two-sample test of hypothesis, Format/Rationale/Direction of hypothesis.
- 6. Parametric test & Non-Parametric Test:** Introduction, One-Tailed and Two Tailed Test, Type-I and Type-II error. T-test, F-test (ANOVA) and Z-test. Introduction to Nonparametric Statistics, Chi-Square
- 7. Statistical Quality Control:** Introduction, Types of quality control charts, application in quality management (Six Sigma) and acceptance sampling.

Books Recommended:-

- Business Statistics:- S.C. Gupta and Indra Gupta, Himalaya Publishing
- Statistics:- S.P. Gupta
- Business Statistics:- J.K. Sharma, Pearson Publishing
- Statistics:- Sancheti and Kapoor, S. Chand

IM 316 RELATIONAL DATABASE MANAGEMENT SYSTEM

Course Outcomes:

CO1: Provide basic knowledge of relational database management systems.

CO2: Acquaint students to database design, develop database models.

CO3: Understand structured query language as a tool to retrieve data from databases like Oracle, SYBASE, and MYSQL etc.

CO4: Student must understand advance tools of Data Mining and Warehousing.

Course Content

- 1. Introduction of DBMS:** -Concepts and features of DBMS, Data, Database, DBMS concept, component of DBMS, physical and logical views, advantages and disadvantages, concept of RDBMS, Database administrator, Database user, characteristics of database approach, database systems, database architecture.
- 2. Data Models:** -Conceptual Model, Heirchical Data Model, Network Data Model, Relational Data Model, Object Oriented Model, schemes and instances, DBMS architecture/3-tier architecture/ANSI-SPARC architecture, data independence and interfaces, database languages, procedure for database access, database structure.
- 3. ER Model and Normalization:** -E.R. Model, 1NF, 2NF, 3NF, 4NF, basic terminology related to ER- model, Notation used in ER-Diagrams, Strong and weak entity sets, generalization, specialization and aggregation, translating your ER-Model into relational model.
- 4. SQL:** -Parts Of SQL, Data Types Used In SQL, Arithmetic & Logical Operators, SQL Conditional Clause DDL, DML,DCL Commands, terminology related to relational model, types of keys, Relational integrity rules, Codd's rules, views and their purpose.
- 5. Database Creation:** -Creating Tables, Insert Record Entries & Key Constraints, Creating Views And Indexing, Update, Delete Edit Command Functions, AVG, Min, Max ,Count ,Sum Operations, Query, Sub-Query & Nested Query, rollback, commit and save point, Indexes in SQL, group by and having clauses, subqueries.
- 6. Data Resource Management:-**Data Independence & Data Constraints, Centralized & Decentralized Database , Data Warehousing, Distributed Database.
- 7. Data Analysis And Technique** -Data Planning & Analysis, Data Mining, DBA (Database Administrator), OLAP

BOOKS

- Theory Lecture: A. Silberschatz, H.F. Korth, "Database System Concepts", MGH Publication.
- Practical Lecture: Introduction To SQL By Ivan Bayross
- C.J. Date, "Introduction To Database Systems".
- B.C.Desai, "Introduction To Database Systems", BPB Publication.
- Rajiv Chopra, "Database Management Systems", S. Chand & Company Ltd.

IV Semester

Code	Subjects
IM-406B	Macro Economics
IM-411	Income Tax
IM-415	Quantitative Techniques
IM-417	Human Resource Management
IM-420	Purchase & Materials Management
IM-421	E- Business Fundamentals

IM- 406B -Macro Economics

Course Outcomes:

- CO1: Understand the dynamics of macro-economic environment
CO2: Develop the skill of not only calculating the national income but also be able to interpret the data
CO3: Understand the concept of money and types of money supply
CO4: Know about inflation and its measurements

Course Content:

- 1. Introduction:** Macro Economic analysis, Micro and Macro Economics, goals of macroeconomic policies, stock and flow variables, exogenous and endogenous variables, EX- ANTE and EX-POST concepts.
- 2. Measurements of Macro Economic Aggregates & National Income Determination**
Measurements 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, Okun's Law. National Income Determination: 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 & Investment Function** -Consumption & Savings function: Keynes' psychological law of consumption, Post Keynesian income consumption hypothesis, Trends of consumption and savings in Indian economy. Investment Function: 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 Interest Rates: Money and its role, measures of demand and supply of money, money multiplier, interest rate and IS- LM framework. Inflation and Deflation: 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, Recent Monetary and Fiscal Policies.
- 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

BOOKS

- G. Mankiw- Macro Economics
- Dornbusch & Fischer- Macro Economics, 9th Edition
- Fred Gothiel – Principals Of Macro Economics
- Edward Shapiro – Macro Economic Analysis
- Sunil Bhaduri – Macro Economics
- M.C. Vaish – Macro Economics
- M.L. Seth- Monetary Economics

IM- 411 -INCOME TAX

Course Outcomes:

- CO1: Understand the practical awareness of direct tax
- CO2: Understand the mechanism of taxation
- CO3: Acquire the knowledge of tax planning
- CO4: Helps in developing investment Decisions
- CO5: Understand the legal compliance's towards income tax

Course Content:

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
2. **Computation of Income from Salary:** Meaning & definition, different forms of Salary Allowances, Perquisites, Valuation of allowances & perquisites, Provisions regarding Provident Fund, Entertainment Allowances, Professional Tax
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.
4. **Income from Business or Profession:** Meaning, income chargeable under Income Tax (section 28), Deductions in respect of expenses & allowances, Disallowed expenses (excluding special business), Depreciation How to compute profits & gains.
5. **Capital Gain:** Meaning, Items included & types of Capital Gain/Loss. Computation of Capital Gain/Loss. Capital Gain Exempted from Tax. (U/s 54,54B, 54D, 54ED, 54F, 54G, 54H)
6. **Income from Other Sources:** Meaning & types of Income, Allowable & Disallowable Deductions, exempted incomes. Computation of Income, Set off & carry forward of Losses: Set Off of Losses under- same head, other head. Carry forward & set off.
7. **Assessment of Individuals:** Assessment of Individuals , Assessment of Individuals & tax liability. Procedure for Assessment Advance Payment of Tax.

BOOKS

- Income Tax: Law & Accounts by Dr.H.C. Mehrotra
- Reference Book: Students Guide to Income Tax by Dr. V. K. Singhanian

IM- 415 QUANTITATIVE TECHNIQUES

Course Outcomes:

- CO1: Understand the practical application of Statistics and Operations Research concept in business and management.
- CO2: Identify situations in which linear programming technique can be applied.
- CO3: Understanding the conceptual meaning of Simplex and logic of using Simplex and Big M method.
- CO4: Identify and formulate a transportation problem involving a large number of shipping routes.
- CO5: Understand the features of assignment problems and transportation problems.
- CO6: Making distinction between linear programming and dynamic programming approaches for solving a problem.
- CO7: Understand the method of assigning different ranks and weights to unequal multiple goals.

Course Contents

- 1) **Introduction:-** Introduction to Quantitative Techniques, Necessity of Quantitative Techniques in Industry, Scope of QT, limitations and its applications in Management.
- 2) **Introduction of Linear Programming:** Meaning of linear programming, Mathematical formulation of linear programming problems, assumption, Solution of linear programming by graphical methods.
- 3) **Simplex Method:** -Maximization problems, Minimization problems (Big M Method), Problem of mixed constraints, Infeasibility. Unbounded, Degeneracy, Duality in linear programming problem.
- 4) **Transportation Model:** Introduction to the model, Assumptions in the Transportation Model, Formulation and solution of Transportation Model, Variants in Transportation Model (Unbalanced, Maximization, No allocation in particular cell).
- 5) **Assignment Model:** Definition of the Assignment Model, Mathematical representation of the Assignment Model, Comparison with the Transportation Model, Solution of the Assignment Model, Variations of the Assignment Model (Non square matrix, Maximization, Restrictions on Assignment), sensitivity analysis in the assignment problem.
- 6) **Dynamic Programming:** Introduction, Distinguishing characteristics of Dynamic Programming, Formulation of Dynamic Programming Problems, Solution of LPP by Dynamic Programming, Applications of Dynamic Programming, Deterministic Dynamic Programming, Probabilistic Dynamic Programming.
- 7) **Goal Programming:** Introduction, Formulation and Graphical solution of Goal Programming, Applications of Goal Programming.

BOOKS

- Operation Research by V.K. Kapoor
- Quantitative Techniques by N.D. Vohra

IM- 417 -HUMAN RESOURCE MANAGEMENT

Course Outcomes:

- CO1: Develop an understanding of the dimensions of the management of Human Resources with reference to HRM policies and practices in India.
- CO2: Understand acquisition of Human Resources by Human Resource planning in evolving small and Entrepreneurial Organisation.
- CO3: Identify formulation and essentials of sound HR Policies, Role and Responsibilities of the human resource Managers, process of recruitment and selection along with Administrative, operational and strategic role of HR.
- CO4: Understand development of Human Resources through Learning, training and Development and performance Appraisal and application of career and succession planning.
- CO5: Understand Maintenance of HR by Job Evaluation, Designing and administering the wage and salary structure, compensation, grievance-handling procedure.
- CO6: Identify merging Trends and Challenges in HRM, expanding human capital, Ethics and HRM, HR management competencies and careers – Knowledge of Business organizations.

Course Content:-

- 1. Human Resource Management:** Relevance and spectrum, concept and evolution, Organization of HR Department, Role, Status and competencies of HR Manager, HR Policies. Emerging dimensions in HRM.
- 2. Acquisition of Human Resource:** Human Resource Planning- Quantitative and Qualitative dimensions; job analysis – job description and job specification; Concept and sources; recruitment – selection – Concept and process; test and interview; placement induction.
- 3. Training and Development:** Concept and importance; identifying training and development needs; designing training programmes; role specific and competency based training; evaluating training effectiveness; training process outsourcing; management development systems.
- 4. Performance Appraisal System:** Nature and objectives; techniques of performance appraisal; potential appraisal and employee counseling; job changes - transfers and promotions.
- 5. 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.
- 6. 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.
- 7. Separation process:** Turnover, Retirement, layoff, retrenchment and discharge, VRS.

BOOKS:

1. Human Resource Management Principles and Practice, P.G. Aquinas, ISBN : 8125918097. Publication Year : 2011, Edition: First Reprint
2. Personnel Management, Arun Monappa , Mirza Saiyadain, ISBN : 0074622643, Publication Year : 2011, Edition: Second
3. Human Resource Management , V S P Rao, ISBN : 8174464484, Publication Year : 2005, Edition: Second
4. Human Resource Management, Gary Dessler, ISBN : 8131754269, Publication Year : 2012, Edition: Twelfth

IM- 420 PURCHASE AND MATERIALS MANAGEMENT

Course Outcomes:

- CO1: Understanding of purchasing and materials management and apply it for making relevant decisions.
- CO2: Analyze the Purchasing Activities, Indent Status, Chasing And Follow Up, Transportation, Incoming Inspection, Bill Settlement, Documentation, Right -Price, Time, Method, Mode, Quality, Source And Buyers Sellers Relations
- CO3: Need For Vendor Evaluation, Goals Of Vendor Rating, Advantages Of Vendor Rating, Parameters Of Vendor Rating. Settlement of Bill, Accounting, Audit in Materials Management.

Course Contents:

- 1. Materials Management:** Objective, Importance, Integrated Materials Management, The role of Materials and Purchase management .Desirable Qualities of Purchase Manager.
Organization Of Materials Function: Organization Structure Centralized Purchasing, Decentralization, Delegation of Power, Materials and User Department.
- 2. Material Planning And Budgeting:** Planning: Advantages, Definition, Planning Approaches to Materials Management. **Financial Aspects In Materials Management:** Role of Finance, Interaction with Materials Holding and Acquisition Cost
- 3. Specification Standardization and Codification:** Relevance, Definition, Specification, Advantages and Techniques, Identification, Evolution of Codes, Classification, Methodology, Advantages Of Codification.
- 4. Warehousing Management:** Objectives Of Store, Location and Layout, Preservation Of Items, Management Of Receipts, Issue Control Store Documentation, Objective of inventory, inventory cost, inventory control techniques, evaluation of inventory management. ABC, XYZ, VED analysis.
- 5. Purchasing Cycle:** Purchasing Activities, Indent Status, Chasing And Follow Up, Transportation, Incoming Inspection, Bill Settlement, Documentation, Right -Price, Time, Method, Mode, Quality, Source And Buyers Sellers Relations.
Ordering Systems: Purchase Policy, Cash Purchase, Tender System, Rate Of Running Contract, Subcontracting, and Systems Contract Etc.
International Buying: Why Imports, Import Policy, Classification Of Import, Objective Of Control, Preliminary Formalities, Source Selection, Letter Of Credit, Documentation, Bill Of Lading Custom, Clearance Etc.
Negotiations: Objectives, Process, Process Factor, Other Parameter, Strategy And Tactics, Qualities Of Negotiator, Process And Guidelines For Negotiation, Negotiation Techniques.
- 6. Vendor Rating:** Relevance Of Good Supplier, Need For Vendor Evaluation, Goals Of Vendor Rating, Advantages Of Vendor Rating, Parameters Of Vendor Rating. Settlement of Bill, Accounting, Audit In Materials Management.
- 7. Disposal of Obsolete and Scrap Items:** Management Of SOS, Categorization Of Obsolete/Surplus, Reasons For Obsolescence, Control Of Obsolescence And Scrap, Responsibility For Disposal, Disposal Methods.

Books

- 1] Purchasing and Materials Management – Chitale& Gupta.
- 2] Purchasing and Materials Management - M.M. Verma.

IM- 421 E-BUSINESS FUNDAMENTALS

Course Outcomes:

- CO1: Identify the basic understanding of electronic commerce and electronic business.
- CO2: Understand the use of Internet Technology in day to day commercial transactions.
- CO3: Differentiate between Traditional Marketing and online Marketing.
- CO4: Understand the business models used in online electronic business environment.
- CO5: Develop basic understanding of various modes of electronic payment and its infrastructure.
- CO6: Know the various security threats and its technological solutions in electronic commerce and electronic business environment.

Course Contents:

1. **Introduction to e-business**, Difference between traditional and e-business, electronic commerce, types of e-commerce, e-business framework, application and network infrastructure, transaction type- B2B, B2C etc.
2. **Models of e-commerce** and its applications, EDI applications in e-business, Value added network, architecture and standards.
3. **E-business models**: Business model ingredients, B2C, B2B model with example, case study related to B2C and B2B.
4. **E-Payment System** and its types and comparison, Token base payment, Smart card, Credit card, Debit Card, etc. design in one of payment system, Risk involved in e-payment system.
5. **Electronic market place** of Buyers and Sellers, Consumer behaviour and markets, advertising and marketing on Internet, online marketing, online advertising and tools of advertising.
6. **Security issues**: Cyber laws, Cyber crimes and security issues, security concept, dimension of security, method, cryptography, encryption description.
7. **Future of e-business and its applications**, e-Tailing, e-Banking, e-HRM, e-Commerce in service sector, e-Enterprise, virtual factory, web-portal, portal, portals and strategies of e-business.

BOOKS

1. Electronic Commerce by Ravi Kalakota and B. Whinston, Frontiers of e-commerce, New Delhi, Addison-Wesley, 2000 edition.
2. E-Commerce by Kenneth C Loudon, Pearson Publication.
3. E-business and E-commerce management by Dave Chaffey, Pearson Publication.
4. Ravi Kalakota and M. Robinson, E-Business : Road map for success, New Delhi, Addison-Wesley, 2000 edition.
5. Daniel Amor, The E-Business (R) Evolution, New Delhi, Prentice Hall, PTR, 2000.

Semester - V

Code	Subjects
IM-501A	Financial Management I
IM-503B	Operation Research
IM-506	Marketing Strategies
IM-511	Econometrics
IM-514	Indirect Taxes
IM-515	Project Management

IM- 501A FINANCIAL MANAGEMENT - I

Course Outcomes:

- CO1: Understand importance of financial management.
- CO2: Importance of time value of money in financial decision-making.
- CO3: Measure risk, return, and explain the trade-off between risk and return.
- CO4: List the primary sources of capital and incorporate their cost when making investment decisions.
- CO5: Understand the working capital management and factors affecting to it.
- CO6: Cash management, receivable, inventory management.
- CO7: Apply the concepts of financial management to contemporary financial events.
- CO8: Concepts of cost of capital and its importance in decision making, WACC understanding etc.

Course Contents:

- 1. Financial Management: An Introduction**– Balance Sheet and Profit & Loss statements review, Concept and nature of financial management, financial manager's role, Finance function, Relationship of finance function with other disciplines.
- 2. Concept of Value:** Time preference for money, Compounding and discounting techniques.
- 3. Management Of Current Asset-I:** Concept and planning of working capital, Permanent and variable working capital, Determinants of working capital; Estimating working capital need, Working Capital finance.
- 4. Management Of Current Asset-II:** Management of receivable, Management of inventory (Brief overview).
- 5. Management Of Current Asset-III:** Management of cash. Introduction, Motives & objectives of holding cash, factors determining cash needs, Basic Strategies of cash management, Cash budgeting, Numerical Problems.
- 6. Sources Of Long Term Funds:** Capital market concept, Shares, Debentures and Term loans.
- 7. Cost Of Capital:** Significance of cost of capital, Concept of the opportunity cost of capital, Measurement of specific cost, Computation of overall cost of capital.

BOOKS

- Financial Management by Khan & Jain(5th edition), McGraw Hill Education Private Limited
- Financial Management by I. M. Pandey (10th edition), Vikas Publishing House Pvt Ltd.
- Fundamental of Financial Management; James C Van Horne & John M Wachowicz, Jr, Pearson Education
- Financial Management and Policy; James C Van Horne & Sanjay Dameja, (10th edition) Pearson Education

IM –503B OPERATION RESEARCH

Course Outcomes:

- CO1: Understand the practical application of Statistics and Operations Research concept in business and management.
- CO2: Importance of Operations Research in decision-making.
- CO3: Replacement policy for equipment, which deteriorates with gradually, replacement of items that fail suddenly.
- CO4: Types of Decision Making Environment (risk, certainty, uncertainty) Concept of Decision Tree.
- CO5: Analyze the General structure of queuing system, Queuing Models.
- CO6: Inventory Management system, Economic Order Quantity, Models and its application, selective control of inventory.
- CO7: Taking decisions in business with the help of Game Theory.
- CO8: Concepts of Simulation, Monte Carlo Simulation, Simulation and its applications.

Course Content

- 1. Meaning of Operation Research:** Characteristics of OR, Scope OR in management, Methodology of OR, Advantages and limitations of OR.
- 2. Replacement Theory:** Introduction, Replacement policy for equipment, which deteriorates with gradually, replacement of items that fail suddenly.
- 3. Decision Theory:** Introduction, Types of Decision Making Environment (risk, certainty, uncertainty) Concept of Decision Tree.
- 4. Queuing Theory:** Introduction, General structure of queuing system, Queuing Models (M/M/1 – Infinite population, M/M/K – Infinite population).
- 5. Inventory Management:** Introduction, Types of inventory, inventory Management system, Economic Order Quantity, Models and its application, selective control of inventory (ABC, VFD, etc.)
- 6. Theory of Games:** Introduction, Game models, Two-person zero sum games and their solution, Solution of $2 \times n$ and $m \times 2$ Games, Limitations of game theory.
- 7. Simulation:** Introduction, Process of Simulation, Monte Carlo Simulation, Simulation and its applications.

BOOKS

- Operations Research by J K Sharma
- Operations Research by V.K. Kapoor
- Quantitative Techniques in Management by N.D. Vohra

IM-506 MARKETING STRATEGIES

Course Outcomes:

- CO1: To understand the concepts of Strategy and Marketing Strategy
- CO2: Explain the Resources Allocation to SBUs and consequently their strategy designing.
- CO3: To develop an understanding of the concept of Strategy formulation and its implementation for the 4Ps, i.e. Product Strategy, Pricing Policies & Strategies, Place Strategy and Promotion Mix Strategy.
- CO4: Understand the Competitor Analysis and apply concepts to Competitive Marketing Strategies
- CO5: Integrate the theoretical concepts of SWOT Analysis with its application in Case analysis.

Course Contents:

1. **Introduction** to strategy, key elements of marketing strategy formulation, formulating the marketing strategy, competition and marketing strategy, factors influencing competitive success, Basic marketing strategies, strategic role of marketing manager, factors influencing company's marketing strategy, Difference between marketing strategy and marketing management.
2. **SWOT Analysis:** Mission, vision, formulation of policies, A framework for developing marketing strategy. **BCG Matrix:** Strategies to improve performance, sales volume and profitability, Understanding business portfolio through BCG matrix. **Marketing Strategies** of market leader, market challenger, market follower and market nicher, Porter's three generic strategies.
3. **Product Strategy:** Meaning, strategies for developing new products, Product life cycle, Strategies at various stages of PLC, Branding strategies.
4. **Pricing Policies and Strategies:** Meaning of price, pricing objectives, role and significance of price, factors affecting pricing, pricing strategies for new products, established products, price flexibility strategy, Product-line pricing strategy, Leasing strategy, price-leadership strategy, pricing strategy to build market share.
5. **Distribution (Place) Strategy:** Channel structure strategy, distribution scope strategy, multiple-channel strategy, channel modification strategy, channel-control strategy, conflict- management strategy.
6. **Promotion Mix Strategy:** Identify and understand the promotion mix variables, promotion objectives, strategies for developing promotional perspectives, Advertising strategies, Personal selling strategies.
7. **Case Studies:** minimum one on each units.

BOOKS

- Marketing Strategy by Vernon R. Stauble, Dryden Press.
- Marketing Management by Philip Kotler, Pearson Publication.
- Marketing Strategy and Management by Michael J. Baker, Palgrave Macmillan Publication
- Competitive Marketing Strategies by Norton Paley, Thorogood Publication.

IM- 511 -ECONOMETRICS

Course Outcomes:

- CO1: Understand the basics of modelling
- CO2: Get familiar with the stochastic term
- CO3: Learn about various types of models
- CO4: Develop the skills to identify the problems related to various models and able to transform the models.
- CO5: Know about the Lag relationships and Time series modelling

Course Content

1. **Meaning And Methodology Of Econometrics:** Nature & Scope of Econometrics. The Nature of Regression Analysis
2. **Two Variables Linear Regression Model:** Basics of Two Variable Regression Analysis. Estimation and Hypothesis Testing.
3. **Extension of The Two Variables Linear Regression Model:** Multiple Regression Model, Estimation and Inferences.
4. **Nature, Consequences, Detection and Remedial Measures:** Heteroscedasticity, Autocorrelation, Multicollinearity.
5. **Regression on Dummy Variable:** Regression on qualitative variables, Shift in model and change of slope, Deseasonalisation of data
6. **Dynamic Econometrics Models:** Autoregressive and Distributed Lag Models.
7. **Time Series Econometrics:** Stationarity of Financial Time series, Cointegration test.

BOOKS

- Gujarati: - Basic Econometrics - Tata Mcgraw Hills
- Koutsoyiannis: - Theory of Econometrics – Palgrave publications
- Madhani: - Theory of Econometrics – Oxford &IBH Publications.

IM- 514 INDIRECT TAXES

Course Outcomes:

- CO1: Helps to understand basic GST model
- CO2: Useful to understand the indirect taxation system
- CO3: Helps to understand the impact of GST on Indian economy
- CO4: Differentiations between direct and indirect taxation
- CO5: Understand the scope of indirect tax and its application
- CO6: Understand the taxation system in case of import & export

Course Contents:

- 1. Goods and Services Tax Act, 2017:** Introduction of GST:- Fundamentals of GST ,Constitution [101st Amendment] Act, 2016 , What is GST, Advantages of GST, Need for GST in India, One Nation - One Tax, Dual GST Model, Introduction of Central Goods and Services Tax Act, 2017 (CGST), State Goods and Services Tax Act, 2017 (SGST), Union Territory Goods and Services Tax Act, 2017 (UTGST) , Integrated Goods and Services Tax Act, 2017, (IGST) Goods and Services Tax Network [GSTN] ,GST Council, Important Definitions under CGST Law.
- 2. Levy and Collection of Tax :-**Meaning of Supply , Scope of Supply, Composite and Mixed Supplies , Levy and Collection, Composition Levy, Person Liable to pay GST. Time of Supply and Value of Supply.
- 3. Input Tax Credit :-** Introduction and Meaning of Input Tax Credit , Eligibility to avail Input Tax Credit (ITC)
- 4. Registration, Accounts and Records under GST:-** Introduction, Persons not liable for Registration , Compulsory Registration in Certain Cases, Procedure for Registration , Cancellation of Registration , Revocation of Registration, Tax Invoice Credit and Debit Notes, Accounts & Records, Audit under GST, Types of Audit, Compulsorily Audit , Period for Retention of Accounts.
- 5. Payment of Tax and Returns under GST:-**Computation of Tax Liability and Payment of Tax, Interest on Delayed Payment of Tax, Furnishing of Returns , First Return , Revision of Returns , Penalty and Late Fee.
- 6. Refund-** Manner of processing of refund claim, interest payable on delayed refund, cases in which refund on import duty/export duty is made, principle of doctrine of unjust enrichment.
- 7. GST: Customs:-**Origin & Introduction of custom Duty, Types of Custom duty, Exemption from custom duty, valuation of goods (imported & exported) , levy of custom duty. Introduction to Custom Procedures (Import Procedures and Export Procedure), Brief outline to baggage, Warehousing, Duty Drawback.

Suggested Readings:-

1. Study Material: Material issued by ICAI and the Institute of Cost Accountants of India.
2. Indirect Taxes, GST Ready Reckoner-V.S. Datey
3. Basics of GST by Taxmann
4. Websites: www.icmai.comwww.icai.org

IM- 515 PROJECT MANAGEMENT

Course Outcomes:

- CO1: Develop skills on project planning, analysis implementation and control
CO2: Build up the concepts of networks, line estimation and determination of critical path (for both PERT and CPM models)
CO3: Need for reviews, initial review, performance evaluation, abandonment analysis, evaluating the capital budgeting systems.

Course Contents:

1. **Project Management:** Introduction, Concept and need of Project Management, Types of Project, Project Management in Current Scenario.
2. **Project Planning and Phases:** Need and importance, phases of capital budgeting, project analysis facts, resource allocation framework (investment strategies, portfolio planning tools, and interface between strategic planning and capital budgeting), Generation and Screening of Project Ideas.
3. **Project analysis:** Market and demand analysis, (Including demand forecasting) Technical Analysis and Financial Analysis (Cost of Project, working capital requirement & its financing).
4. **Project Selection:** Project cash flows, Time value of money, cost of capital, Appraisal criteria and analysis of Risk.
5. **Project Management and Control:** Project Organizations, Planning and Control of project & human aspects of project management, Project control tools (Gantt Charts, Line off Balance)
6. **Network techniques for Project Management:** Basic concepts of networks, line estimation and determination of critical path (for both PERT and CPM models), network cost systems and activity crashing.
7. **Project Review:** Need for reviews, initial review, performance evaluation, abandonment analysis, evaluating the capital budgeting systems.

BOOKS

- Maylor, Harvey: Project Management
- Red F Parviz F: Project Estimating and cost management
- Nevendorf Steve: Project Management
- Royer Paul S.:Project Risk Management
- Goel BB: Project Management
- Patel M.Bhavesh: Project Financing
- RampalM.K. and Gupta S.L.: Project Report Writing

Semester - VI

Code	Subjects
IM-601D	Fundamental of Machine Learning
IM-602A	Entrepreneurship
IM-603A	Forecasting Techniques
IM-604A	Financial Management II
IM-614	Production and Operation Management
IM-613	Business Environment
IM -615	Lab- Data Visualisation

IM- 601D

FUNDAMENTALS OF MACHINE LEARNING AND ARTIFICIAL INTELLIGENCE

Course Outcome

- CO1: Introduction of techniques for representing knowledge required to build intelligent machines capable of taking decision like human beings.
- CO2: Familiarize with techniques of solving problems that need human intelligence.
- CO3: Enable students to formulate Artificial Intelligence problems
- CO4: Brief understanding of tools used in machine learning and neural networks

Course Contents:

1. **Introduction:** Definition of learning systems. Goals and applications of machine learning. Aspects of developing a learning system: training data, concept representation, function approximation.
2. **Inductive Classification:** The concept learning task. Concept learning as search through a hypothesis space. General-to-specific ordering of hypotheses. Finding maximally specific hypotheses. Version spaces and the candidate elimination algorithm. Learning conjunctive concepts. The importance of inductive bias.
3. **Decision Tree Learning:** Representing concepts as decision trees. Recursive induction of decision trees. Picking the best splitting attribute: entropy and information gain. Searching for simple trees and computational complexity. Occam's razor. Overfitting, noisy data, and pruning.
4. **Rule Learning: Propositional and First-Order:** Translating decision trees into rules. Heuristic rule induction using separate and conquer and information gain. First-order Horn-clause induction (Inductive Logic Programming) and Foil. Learning recursive rules. Inverse resolution, Golem, and Progol.
5. **Clustering and Unsupervised Learning:** Learning from unclassified data. Clustering. Hierarchical Agglomerative Clustering. k-meanspartitional clustering.
6. **Artificial Neural Networks:** Neurons and biological motivation. Linear threshold units. Perceptrons: representational limitation and gradient descent training. Multilayer networks and backpropagation. Hidden layers and constructing intermediate, distributed representations. Overfitting, learning network structure, recurrent networks.
7. **Tools for Machine Learning:** Introduction to Weka and KNIME tools. Decision tree induction of real world data using the tools. Clustering of data using the tools. Learning through neural networks using the tools.

Textbook:-

1. Tom Mitchell, Machine Learning, McGraw Hill.

Reference Books:-

1. Bishop, C. (2006). Pattern Recognition and Machine Learning. Berlin: Springer-Verlag.
2. Hastie, T., Tibshirani, R., and Friedman, J. (2001). The elements of Statistical Learning - Data Mining, Inference, and Prediction. Berlin: Springer-Verlag.
3. Tan, P-N., Steinbach, M., and Kumar, V. (2004). Introduction to Data Mining. New York: Addison-Vesley

IM- 602A

ENTREPRENEURSHIP

Course Outcomes:

- CO1: With the increase in demand of conferences and exhibitions, a need for trained professionals for this field has been recognized.
- CO2: Successfully plan and execute Entrepreneurship Skills in the market.

Course Contents:

1. **Entrepreneurship:** An Introduction to the concept of entrepreneurship, Characteristics of an entrepreneur, functions of an entrepreneur.
2. **Entrepreneurship and its environment:** External: Market, economy, political & legal, technology, social and cultural. Internal: materials, machines & equipments, processes, capital, labour.
3. **Problems and challenges of organizations/enterprises-** Economic (capital, material and labor)
Non-economic (social, political and personal)
4. **Financial management issues-** Financial requirement and its planning, balance sheet and income statement, determination of cost, cost-volume-profit analysis.
5. **Marketing management issues-** Functions of marketing, concept of product life cycle, issues related to product and its design, distribution, promotion, price.
6. **Human resource management issues-**HR planning, recruitment & selection, training & development, performance appraisal, motivation, compensation & rewards, relevant labor laws.
7. **Legal issues-** Patent, Copyrights, Trademarks.
8. **New venture expansion strategies and issues-** Joint venture, acquisition, merger, franchising.

Books

- 1) Entrepreneurship for SSI: Vasant Deasi (Text Book)
- 2) Entrepreneurship: New Venture Creation: David H. Holt
- 3) Entrepreneurship in small Scale factor: D Naxendra Kumar
- 4) Entrepreneurship development – Programs & Practices: Jasmer Singh Saini
- 5) Entrepreneurship: strategies & resources: Marc. J. Dollinger
- 6) Entrepreneurship: Hirsch Peters

IM-603A
FORECASTING TECHNIQUES

Course Outcomes:

- CO1: Understanding of the concepts of forecasting and various forecasting techniques with special reference to business.
- CO2: understanding (the variance as a measure of risk, marginal analysis, elasticity, costing, seasonal & cyclic considerations, simulation & sensitivity analysis
- CO3: Evaluation of ME, MAD, MSE, RMSE (SDE), PE, MPE, MAPE. Theil's U-statistics.

Course Content:

1. **The role of forecasting** in planning, relating forecasting and planning in business organization, forecasting as input to planning & decision making. Basic concepts of business forecasting and planning, Contribution of forecasting to analysis & understanding (the variance as a measure of risk, marginal analysis, elasticity, costing, seasonal & cyclic considerations, simulation & sensitivity analysis.
2. **Fundamental of quantitative forecasting**; criteria for evaluation; ME, MAD, MSE, RMSE (SDE), PE, MPE, MAPE. Theil's U-statistics, Introduction to quantitative and technological forecasting. Quantitative v/s qualitative forecasting.
3. **Time series methods of forecasting**; single and double moving averages. Single and double moving averages. Single exponential smoothing, adaptive response rate single exponential, smoothing. Double exponential smoothing, Brown's one parameter and Holt's two parameter methods.
4. **Forecasting through Regression** (Simple and Multiple) using Matrix approach.
5. **Introduction to Box-Jenkins** (ARIMA) models.
6. **Introduction to input output analysis**, the specification, estimation & forecasting through input-output analysis.
7. **Quantitative & technological** methods for forecasting; subjective assessment methods, sales force composite methods formal surveys & market research based assessments, subjective probability assessments. Exploratory methods – scenario development, Delphi, cross-impact matrices, curve fitting. Analogy methods, morphological search, catastrophe & planning in business organization.

BOOKS

- Makridakis Wheelwright and McGee (1983): Forecasting: Methods and Applications, John Wiley and Sons (Latest edition)

FINANCIAL MANAGEMENT-II

Course Outcomes:

- CO1: Taking sound financing decisions.
- CO2: Integrate student knowledge to estimate the cash flows from an investment project, calculate the appropriate discount rate, determine the value added from the project, and make a recommendation to accept or reject the project.
- CO3: Taking sound dividend decision.
- CO4: Understand the demerits and merits of different types of long and short term sources of finance.

Course Contents:

- 1. Financial Management:** Review of finance functions, financial goal; Profit maximization v/s Wealth maximization, Review of time value of money.
- 2. Capital Budgeting Decisions I:** Non-time discounted techniques of capital budgeting- Nature and Types of investment decisions, Investment evaluation techniques- Payback, ARR.
- 3. Capital Budgeting Decisions II:** time discounted techniques of capital budgeting - NPV, IRR, PI.
- 4. Financing Decisions-I:** Capital structure, Theories, Designing capital structure.
- 5. Financing Decisions-II** Concept of leverage, Operating leverage, Financial leverage, and Combine leverage.
- 6. Dividend Decisions:** Dividend theory, Dividend Policy-Objective, Stability, Practical considerations in dividend policy; Dividend Forms- Bonus Shares, Share Split, Buy Back of Shares.
- 7. Case Studies**

BOOKS

- Financial Management by Khan & Jain(5th edition), McGraw Hill Education Private Limited
- Financial Management by I. M. Pandey (10th edition), Vikas Publishing House Pvt Ltd.
- Fundamental of Financial Management; James C Van Horne & John M Wachowicz, Jr, Pearson Education
- Financial Management and Policy; James C Van Horne & Sanjay Dameja, (10th edition) Pearson Education

IM-614 PRODUCTION & OPERATIONS MANAGEMENT

Course Outcomes:

CO1: Provide an opportunity for the participants to 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 Content

1. Introduction to Production & Operations Management- Definition, Production Functions and its environment, Types of production system, Functions of Production/Operations Manager, Organization of Production Function, Difference between Production & Operations Manager.

Basic Concept of Productivity and Productivity Management: Introduction, Dynamics of Productivity Change, Factors influencing productivity.

2. Facility Location and Product /Service Planning: Product Selection and Design, Process and Technology Selection, Choice of optimal location, Factor affecting Plant Location, location models (Centre of Gravity Model, Median Model, Break Even Analysis, Brown & Gibson Model)

3. Layout Decision: Types of layout, layout factors, Layout procedure and techniques, Line balancing-concept of line mass production system, objectives of assembly line balancing, Material Handling Concepts

4: Forecasting and Aggregate Production Planning : Introduction to Forecasting, Methods of Forecasting (Delphi, Moving Average, Least Square), Aggregate planning-strategies, Quantitative methods of aggregate planning

5. Master production schedule (MPS) and Material Requirement planning (MRP): MPS concept and its calculations, BOM (Bill of Materials), Structure of BOM, MRP concept and MRP Planning ,Concept of Capacity requirement planning(CRP) and Resource requirement planning(RRP).

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

7. Capacity Calculation and Utility of Modern Production and Management Tools: Determination of Plant Capacity, Capacity Measurement and Decision, Concept of Just in time manufacturing(JIT), computer integrated manufacturing (CIM) , computer aided manufacturing and design (CAD/CAM) and flexible manufacturing system(FMS), Kaizen , world class manufacturing

BOOKS

- Applied Production and Operations Management- James R. Evans
- Production & Operations Management- K. Shridhara Bhat
- Production and Operations Management-R. Paneerselvam
- Modern Production / Operations Management, Buffa ES& Sarin RK.
- Operations Management- Norman Gaither, Greg Frazier
- Operations Management: Strategy and Analysis, KrajewskiLee J &Ritzman Larry P, Addison Wesley.

IM – 613
BUSINESS ENVIRONMENT

Course Outcomes:

CO1: Acquainted with the practical application of the factors that affect business.

CO2: Nature & Structure of Economy, Anatomy of Indian Economy, Economic Reforms, Economic Policies.

CO3: Acquainted with technological development and its impact on various stakeholders of society.

Course Content:-

- 1) **Meaning of Business Environment** - Business & Business Environment, Nature of Business in 21st century, Components of Business Environment, Stages of & Techniques for environmental analysis.
- 2) **Economic Environment** - Nature & Structure of Economy, Anatomy of Indian Economy, Economic Reforms, Economic Policies: - Industrial, Monetary & Fiscal Policies, Case Studies.
- 3) **SWOT Analysis** of Indian Economy. Recent Developments in Business Environment of India: - Privatization & Disinvestment – Mode, reasons, problems and Indian scenario; Foreign Investment. Case Studies.
- 4) **International Business Environment:-** Globalization- Meaning, scope, phases, indicators; WTO & GATT, Post 2007 International Economic Crisis, Case Studies.
- 5) **International Financial Markets** and Indian Business, Capital account Convertibility, global capital flow paradox, Forex Reserve Management and its impact on Indian Business. Case Studies.
- 6) **Business Ethics** – Social Environment and Business, Corporate Social responsibility, Corporate Governance, Technological development and its impact on various stakeholders of society. Case Studies.
- 7) **Business and Nature:** Economic development and Environment, market failure, Externalities, Economic solution to environmental problem. Ethical responsibility of Business towards nature. Case Studies.

BOOKS:-

- Francis Cherullinum- Business Environment, Himalaya Publishing House, New Delhi
- K. Aswathappa – Essentials of Business Environment, Himalaya Publishing House, New Delhi
- Mishra & Puri – Economic Environment in India, Himalaya Publishing House, New Delhi
- Justin Paul:- Business Environment – Text & Cases, McGraw Hill Companies, New Delhi
- Raj Agrawal - Business Environment, Excel Books, New Delhi
- Dutt & Sundaram – Indian Economy, S. Chand & Co. New Delhi
- I.J. Ahluwalia & I.M.D. Little – India's Economic Reforms and Development, Oxford University Press, New Delhi.

IM – 615
LAB- DATA VISUALISATION

Course Objective - The objective of this course is to provide hands on experience to students in presentation of data in table, pictorial or graphical format. Such visual presentation will help in providing better insight in decision-making. The student will learn to design 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,MINetc 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						
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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).

Semester VII

VII SEMESTER		
Core	IM-703B	Research Methodology
Compulsory	IM – 719	Statistical Data Analysis
MKT A (DUAL)	IM-712MA	Integrated Marketing Communication
	IM-707MA	Sales & Distribution Management
	IM-711MA	Consumer Behavior
MKT B (SINGLE)	IM-706MB	Rural & Retail Marketing
	IM-707MB	Global Marketing
	IM-705MB	Digital Marketing
FIN A (DUAL)	IM-714FA	Security Analysis and Portfolio Management
	IM-715FA	Financial Market and Financial Services
	IM-716FA	Insurance and Banking
FIN B (SINGLE)	IM-714FB	Financial Planning And Wealth Management
	IM-715FB	Corporate Financial Analysis
	IM-718FB	Financial Engineering And Risk Management
HR A (DUAL)	IM-712HA	Managing People
	IM-709HA	Human Resource Development
	IM-711HA	Training and Development
HR B (SINGLE)	IM-714HB	Strategic HRM
	IM-715HB	HR Planning and Audit
	IM-716HB	Compensation & Reward Mgt.

IM-703B
Research Methodology

Course Outcomes:

- CO1: Understand basic concepts of research, its methodologies and Identify appropriate research topics.
- CO2: Select and define appropriate research problem and parameters.
- CO3: Prepare a project proposal (to undertake a project)
- CO4: Organize and conduct research (advanced project) in a more appropriate manner
- CO5: Identify, explain, compare, and prepare the key elements of a research proposal/report/dissertation/ industrial report.
- CO6: Demonstrate knowledge of research processes (reading, evaluating, and developing);
- CO7: Perform literature reviews using print and online databases;
- CO8: Employ American Psychological Association (APA) formats for citations of print and electronic materials;
- CO9: Compare and contrast quantitative and qualitative research paradigms.
- CO10: Describe sampling methods, measurement scales and instruments and appropriate uses of each;
- CO11: Explain the rationale for research ethics.

Course contents:

1. Introduction to Research Methods:

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 for single, two and multiple group comparison.

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

IM-719

Statistical Data Analysis

Number of Credits : 02

Course Outcomes :

A working knowledge of statistical software is a vital skill for anyone involved in quantitative research. This course will introduce data management, simple descriptive statistics, and basic graphical display using the SPSS software package. Students will develop the fundamental skills needed to prepare data sets for analysis, and to conduct simple descriptive and graphic analyses and report those analyses. The primary objective is to learn basic data analysis with SPSS. Students will learn how to enter data, define variables, and perform variable manipulation and transformation. After creating the data set, students will learn how to use SPSS to analyze data.

Specifically, the objectives of this course are to learn:

- SPSS file types;
- Survey coding and data entry;
- Selected SPSS procedures; and
- Data analysis and interpretation with SPSS.

Learning Outcomes

Student will be learnt how to edit and analyze data using SPSS program.

Unit 1: Review of terminology - Basic categories of research, What is a variable, Categorical versus continuous, Independent versus dependent variables, Measurement scales, Common statistical programs, Orientation to SPSS program and What is under each menu.

Unit 2: Introduction - Introduction to SPSS - Data analysis with SPSS: general aspects, workflow, critical issues - SPSS: general description, functions, menus, commands - SPSS file management.

Unit 3: Input and data cleaning - Defining variables - Manual input of data - Automated input of data and file import, Output management

Unit 4: Descriptive analysis of data - Frequencies - Descriptives - Explore - Crosstabs – Charts

Unit 5: Statistical tests – parametric and non-parametric.

Unit 6: Qualitative data analysis.

Unit 7: Quantitative data analysis.

Reference Books:

- Field, A. P. Discovering statistics using SPSS (3rd ed.). Thousand Oaks, CA: Sage Publications.
- Hinkle, D. E., Wiersma, W., & Jurs, S. G. (2003). Applied statistics for the behavioral sciences (5th ed.). New York: Longman.
- Brace(Nicola), SPSS For Psychologists A Guide To Data Analysis Using Spss For Windows, (Palgrave, 2006).
- Norusis, Marija J., SPSS for Windows (Chicago: SPSS inc 1993).
- George Darren; Mallery Paul, SPSS For Windows, (Pearson Education, 2009)
- Foster(Jeremy J) Data Analysis Using SPSS For Windows Versions 8 To 10:A Beginner's Guide (Sage Pub, New Delhi, 2001)

Integrated Marketing Communication

Course Outcomes

- CO 1: Understand the concept of Integrated Marketing Communication and its role in Marketing
- CO 2: Discuss various components of IMC campaign
- CO 3: Understand role of advertising and Public Relations in IMC
- CO 4: Discuss role, tools and importance of sales promotion in today's era as IMC component
- CO 5: Discuss role and tools of Direct Marketing in IMC
- CO 6: Understanding influence of Personal Selling on customer and its importance in IMC
- CO 7: Understand the role of unconventional media and tools in communication
- CO 8: Understand the issues affecting International marketing Communications

Course contents

- 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
- 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
- 3. Public Relations and Publicity:** The concept, Types of Public Relations and Tools of Public Relations
- 4. Sales Promotion as an Integration tool:** Importance and growth of Sales promotions, Objectives and Sales Promotions Types, Risks of Sales Promotions
- 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
- 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,
- 7. International Marketing Communication:** Role of international marketing communication in international marketing, Cultural and other differences, Global Vs. localized marketing communications

Text 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

Reference Books:

- 1) Wells, W. D., Moriarty, S., & Burnett, J (2007). *Advertising: Principles and Practice*. New Delhi: Pearson Education India.
- 2) Clow, K. E., & Baack, D (2007). *Integrated advertising, promotion and marketing communication*. New Delhi: Pearson Education India.
- 3) Aaker, A. D., Batra, R. & Myers, J. G. (2009). *Advertising Management*, 5th Edition. Pearson Education India.

IM-707MA

Sales and Distribution Management

COURSE OUTCOMES:

- CO1: Achieving organizational goals and Outcomes by focusing on the aim and planning a strategy regarding achievement of the goal within a timeframe.
- CO2: Gain familiarity of sales team monitoring the customer preference, government policy, competitor situation, etc., to make the required changes accordingly and manage sales and distribution network.
- CO3: 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 Content:

- 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.
- 2. Theories of sales management:** AIDAS theory, right set of circumstances theory, buying formula theory, behavioral equation theory.
- 3. Personal selling function** –Concept, objective, role of Personal selling in marketing mix, Process of Personal Selling, types of sales job.
- 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.
- 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.
- 6. Monitoring and Performance Appraisal:** Principles of sales evaluation, evaluating Performance standards, field sales reports
- 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.

Text Reading:

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

IM-711MA

CONSUMER BEHAVIOUR

Course outcomes:

- 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:

1. Introduction to the study of consumer behaviour: Nature, Scope and application.
2. Environmental influences on consumer behaviour-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 behaviour,
3. Environmental influences on consumer behaviour- II :nature and significance of personal influence, marketing implications of personal influence, significance of family in consumer behaviour and family life cycle, Opinion leadership forms.
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 Behaviour.
5. Consumer Decision Process: Pre-purchase Process, Information Processing, Purchase Processes, Consumer Decision Rules, Post – Purchase Processes: Framework, Dissonance, Satisfaction / Dissatisfaction.
6. Consumer Behaviour Models: Nicosia Model, Howard Sheth Model, Engel-Blackwell and Miniard Model, Family Decision Making Model
7. Organizational Consumer Behaviour: Difference between consumer and organizational buying behaviour, factors influencing organizational buying behaviour.

TEXT READINGS:

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.

SUGGESTED READINGS:

1. Consumer Behaviour: Building Marketing Strategy, 9th Ed.Hawkins Del I, Best Roger J,Coney Kenneth A., Mookerjee Amit ,Tata McGraw Hill, New Delhi, India

IM-706MB
RURAL AND RETAIL MARKETING

Course Outcomes:

- 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: Significance of the rural markets.
- CO4: Nature and characteristics of rural markets and factors contributing to the change in the rural market
- CO5: Problems in Rural Marketing

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.

Books:

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

IM-707MB
Global Marketing

Course Outcomes:

- CO1: Understand and assess the challenges of turbulent business environments
- CO-2: Able to evaluate and design sustainable strategies in such environments both in marketing and global business
- CO-3: Understand to apply relevant business skills
- CO-4: Acquire and develop relevant additional knowledge and skills to support subject-based Expertise and global readiness.
- CO-5: Enable to utilize strong analytical skills and apply tools required for professional practices

Course Contents

Unit I - Introduction to International Marketing: Definition, Scope and Importance; Emergence of Globalisation 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 II – International Environment: Environmental Influences on International Marketing; Cultural environment; Economic environment; Political and Legal Environment; Role of International Agencies.

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

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

Unit V – 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 VI – Distribution Strategies: Distribution channels for international markets; Factors affection distribution in International markets; Distribution Strategies.

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

Books Recommended:-

1. Global Marketing Management, Keegan –New Delhi, PHI.
2. International marketing, Czinkota.and Ronkainen, Thomson-South Western, New Delhi.
Suggasted Readings:-
- 3 Sak Onkvisit and John J. Shaw. “**International Marketing Analysis and Strategies**”, New Delhi PHI, 1998

Digital Marketing

Course Outcomes:

- 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: 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

IM 714 FA
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

COURSE OUTCOMES

- 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: Understand the importance of equity research.
- CO3: Understand how excel can be leveraged for better analysis of a company
- CO4: Enable 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 Economic 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.

Text Readings

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.

IM-715FA

FINANCIAL MARKETS AND FINANCIAL SERVICES

COURSE OUTCOMES

- 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 Concepts & Practical dynamics of the Indian Financial System, Markets, Institution, and Financial Services.

Course Contents:

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

TEXT READING:

1. M.Y.khan, " Financial services" tata McGraw Hill 2000
2. B.S.bhatia, G.S.Batra, " Management of capital markets, financial services and institutions" Deep and Deep publications,2000
3. Investment of security market in India: V.A.Avadhani
4. Indian Financial system: P.N.varshney and D.K.Mittal

INSURANCE AND BANKING

Course Outcomes:

- 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: Know the functions of RBI.
- CO5: Understand legal environment for Insurance and banking.
- CO6: Understand basic principal and practices of Insurance in India.

Course Contents

1. Risk and Insurance

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

2. The Basic Principle of Insurance:

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

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.

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.

5. Commercial Banking II

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

6. Central Banking

Introduction and Function of Indian Central Bank.

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

IM-717FB
FINANCIAL PLANNING AND WEALTH MANAGEMENT

COURSE OUTCOMES

- CO1: Understand the investment techniques as applied to various forms of securities and acquaint with the functioning of mutual funds, investment strategies and portfolio management services
- CO2: Understand the importance of equity research.
- CO3: Understand how excel can be leveraged for better analysis of a company
- CO4: Recommendation based on fundamental and technical analysis

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

Text Book:

Personal Financial Planning by Harold A. Wolf "Simon & Schuster Custom Publishing"

References:

1. Financial Planning and Wealth Creation "Taxmann Allied Services Pvt. Ltd.
2. Personal Finance "Pearson Education:

IM -715 FB
CORPORATE FINANCIAL ANALYSIS

COURSE OUTCOMES

- CO1: Conceptual background for corporate financial analysis from the point of corporate value creation.
- CO2: Develops theoretical framework for understanding and analyzing major financial problems of modern firm in the market environment.
- CO3: 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: Developing skills in analyzing corporate behavior in capital markets and the relationship of agent and principal in raising funds, allocating capital, 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. **Misc. Issues in Corporate Financial Analysis:** Prospective Analysis, Credit Analysis, Equity Analysis and Valuation, Recent Trends in Corporate Financial Analysis.
7. **Case Studies in Corporate Financial Analysis**

SUGGESTED BOOKS

- Financial Statement Analysis by Wild, Subramanyam and Halsey, McGraw-Hill Publication.
- Financial Statement Analysis by Gibson, Cengage Learning
- The Analysis and Use of Financial Statements by White, Sondhi and Fried, Wiley India Ltd

IM-718FB

Financial Engineering And Risk Management

Course Outcomes:

CO1: Ability to apply knowledge of mathematics, science, economics, in finance.

CO2: Ability to design financial instruments and risk management strategies.

CO3: Ability to identify, formulate, and solve financial problem.

CO4: Ability to communicate effectively the financial issues and the strategies to solve them;

CO5: The broad education necessary to understand the impact of financial engineering and risk management solutions in a global, economic, environmental, and societal Context;

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.
- Varma, J. R. Derivatives and risk management.(1st ed.) Tata McGraw Hill Publications

IM 712 – HA
MANAGING PEOPLE

Course Outcomes:

- CO1: Develop insight into the managerial skills required to effectively manage people in an organization and in order to achieve corporate goals successfully.
- CO2: Develop understanding of functions of Human Resource Management for better management of firm's human resources.
- CO3: Understand and observe trends enhancing the importance of HRM, challenges before the HR managers, HRD at macro and micro levels.
- CO4: Understand the application of Human Resource Planning, recruitment, selection for getting right person at right job with right quality and in right quantity at right time for attaining organizational Outcomes.
- CO5: Understand implications of work place changes for individuals and organizations and importance of understanding career development.
- CO6: Understand forms of participation, govt. policies and participation, Work committees, joint management councils, empowerment, delegation and empowerment Quality of Work Life.

Course Contents:

I. 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.

II. JOB ANALYSIS & HUMAN RESOURCE PLANNING: Nature of job analysis information, writing job description/job specification, employment planning, methods of employee demand forecasting.

III. 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.

IV. 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.

V. PARTICIPATION AND EMPOWERMENT: Definition and objectives, forms of participation, govt. policies and participation, Work committees, joint management councils, empowerment, delegation and empowerment QWL.

VI. GRIEVANCE: Meaning and sources, Guidelines and procedures for handling grievance

VII. COLLECTIVE BARGAINING AND DEVELOPING TEAMS: Meaning and Process of collective bargaining. Developing Teams: Teams vs. groups, types of teams, team building, and team development.

Text Reading;

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

M-709 HA
HUMAN RESOURCE DEVELOPMENT

Course Outcomes:

- 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

I. 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 professional

II. ORIENTATION:- Company Orientation, Department Orientation, Orientation kit, Orientation Length and Timing.

III. TRAINING:- Defining Training, Objectives of Training, Types of training, Systematic approach to training, training methods

IV. PERFORMANCE APPRAISAL: Performance Appraisal Methods, Errors in performance appraisal

V. CARRIER PLANNING AND DEVELOPMENT: Coaching- Role of Supervisor and managers in coaching, Coaching to improve poor performance .process of employee coaching

VI. Counseling and 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

VII. HRD STRATEGIES:-Formulation and Implementation of HRD Strategies, Creating a World Class Organization.

References:

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

IM-711 HA

TRAINING AND DEVELOPMENT

COURSE OUTCOMES:

- CO1: Induce new employees: Induce employee is the main aim of training and this is the most essential for a company.
- CO2: Gain knowledge on a new method: Training and development help to gain knowledge on a new method.
- CO3: Obtain knowledge of company policy: Employee should have sufficient knowledge about company policy for best performance. Training and development help employee to obtain knowledge of company policy.
- CO4: Earn knowledge on customer relations: Gather information about customer relations is the major Outcomes of training and development.

COURSE CONTENTS:

- 1. Introduction and Concept:** Overview of training and development, Present status of training, Conceptual status of training effectiveness
- 2. Systems approach to training**
- 3. Pre-factors (context) -** Learning principles, assessment of training needs, preparing training plans and strategies (OJT Institutional Training), selection of trainees etc.
- 4. Training management (context) –** Training facilities, supporting infrastructure, areas of satisfaction and dissatisfaction, Training process - Instructor, pedagogy learning climate.
- 5. Training outcomes:** Training outcomes – Evaluations
- 6. Training & Development programs:** Self development / individual development.
- 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.

STRATEGIC HUMAN RESOURCE MANAGEMENT

COURSE OUTCOMES:

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.

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.

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.

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

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

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.

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.

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

IM- 715 HB

HUMAN RESOURCE PLANNING AND AUDIT

COURSE OUTCOMES:

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

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.
2. Downsizing, HR information System: Purposes of HRIS, Uses of HRIS, Establishing an HRIS, Approaches to Evaluate HR Function.
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.
4. HRD culture: OCTAPACE Culture, Importance of Top Management Styles in Building Culture, Auditing the HRD Culture.
5. HRD styles : Types of top management styles , Current Structures and Structural Alternatives.
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.
7. HR Performance and Benchmarking in Policy, Process and Management Styles, Benchmarking Analysis.

Text Reading

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.

Suggested Reading

1. Satish Pai Ed., “**HRD Skills for Organizational Excellence**”, Bombay, Himalaya Publishing House, 1999.

IM -716 HB
COMPENSATION AND REWARD MANAGEMENT

COURSE OUTCOMES:

- 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.

Semester - VIII

VIII SEMESTER			
Core	IM-801B	Quality Management	3
Elective	IM – 813D	Dissertation	3
	IM – 802D	Decision Making Skills	3
MKT A (DUAL)	IM – 815MA	Product & Brand Mgt.	4
	IM – 816MA	Strategies & Modeling in Marketing	4
	IM – 817MA	Service Mktg.	4
MKT B (SINGL E)	IM – 817MB	Industrial Marketing	4
	IM – 815MB	Logistics and Supply Chain Mgt.	4
	IM-818MB	Data Analytics	4
FIN A (DUAL)	IM – 815FA	International Finance	4
	IM – 818FA	Corporate Tax	4
	IM – 816FA	Project Finance	4
FIN B (SINGL E)	IM – 818FB	Data Analytics	4
	IM – 816FB	Bank Management	4
	IM – 819FB	Strategic Financial Management	4
HR A (DUAL)	IM – 816HA	Performance Planning & Appraisal	4
	IM – 817HA	IR and Labour Laws	4
	IM – 815HA	Org. Development	4
HR B (SINGL E)	IM – 815HB	International Human Resource Mgt.	4
	IM – 8****	Data Analytics	4
	IM – 817HB	HR Based BPT	4
		6 subjects (spcl) * 4 valid credits each + 2 Subjects (1 of core, 1 of elective) * 3 valid credit + CV of 4 virtual credit Total= 34 credits (30 valid + 4 virtual)	

IM 801B

QUALITY MANAGEMENT

Course Outcome:

- CO1: Understand the concepts of Total Quality Management.
- CO2: Outline characteristics of Total Quality Management.
- CO3: Explain the basic philosophy of Total Quality Management.
- CO4: Identify concepts/tools/techniques of TQM such as Kaizen, Six Sigma, Benchmarking, pareto analysis, quality circles, fish bone diagram etc.
- CO5: Keep abreast of changes in, and practical applications of, the field of systems and process improvement.
- CO6: Understand the value of the process of learning and discovery.

Course Contents:

1. **Introduction** :Quality definition, product quality, service quality, dimensions of quality, quality evolution.
2. **Total Quality control** :Inspection QC, quality assurance, total quality control, other aspects of quality, rehabilitee, maintainability and availability.
3. **Total quality management** - Concept of total quality and guiding principles. Cost of quality.
4. **Quality Philosophy** :Quality management philosophies, Demming philosophies, Fourteen points of management, Juran philosophy, Quality trilogy, cross by philosophy comparison.
5. **Management Issues in quality** :TQM leadership and quality culture, Quality management and ethics, Focusing on customers – internal and external customers
6. **Quality Tools** :Quality improvement and problem solving, introduction to TQM tools and techniques, statistical process control
7. **Quality System** : quality circles Kaizen, bench marking, quality systems – ISO 9001:2000

References:

1. TQM : Text and Cases – K.S. Bhat
2. TQM – Besterfield
3. TQM – Ross
4. Quality – Donna, C.S. Summers
5. Quality Management – Goetsch
6. Principles Of Total Quality – Swift
7. Kaizen Strategy For Customer Care – Patricia Weillington

IM- 802D
DECISION MAKING SKILLS

Course Outcomes

- CO-1: Explain the implications of recent cognitive research into human decision making for individual and group decision making
- CO-2: Analyze organizational systems to identify opportunities to improve decision quality
- CO-3: Apply tools, techniques and frameworks to solve a range of decision situations that managers commonly confront
- CO-4: Apply an understanding of personal decision style to maximize effectiveness of individual and organizational decision making

COURSE CONTENTS

1. Introduction to Decision Making - Types of decisions, Art or Science
2. Theories to decision making, SWOC Analysis, Thompson's matrix. Porter's five forces model, Mc Kinsey 7S model. PEST model
3. Integrated Decision Making Process – Identifying the need, Means for deciding, possible options, trade offs
4. Types of Problem Solving Behavior.
5. Intervening variables in decision making.- Internal & External
6. Implementing Decisions – Communication and Acceptability of decisions, long term impact assessment
7. Group Decision making – Various stakeholders, collective bargaining process

SUGGESTED BOOKS

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

IM 813D Dissertation

Course outcomes

- Considerably more in-depth knowledge of the major subject/field of study, including deeper insight into current research and development work.
- A capability to contribute to research and development work.
- The capability to use a holistic view to critically, independently and creatively identify, formulate and deal with complex issues.
- The capability to plan and use adequate methods to conduct qualified tasks in given frameworks.
- The capability to critically and systematically integrate knowledge to understand and solve management issues .
- The capability to clearly present and discuss the conclusions as well as the knowledge and arguments that form the basis for these findings in written form.
- The capability to identify the issues that must be addressed within the framework of the specific thesis in order to take into consideration all relevant dimensions of sustainable development.
- A consciousness of the ethical aspects of research and development work.
- **Nurtures academic insight** - The classroom teaching has certain limitations in terms of depth of subject that can be covered. MRP 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 organisation, 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. MRP 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. MRP 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. MRP 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 MRP if he scores a CGPA of more than 7.00 till semester VII. MRP is assigned only to top 20 percentile of the students of the class.

Mentoring

Each of the student 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 project is selected from each functional area , i.e. Finance, Marketing and HR. The selected project is awarded a certificate during the passing out cere

Strategies & Modeling in Marketing

Course Outcomes

CO1: Review concepts and techniques in marketing.

CO2: Acquaint with the duties of a marketing manager.

CO3: Exposed to the 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.

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.

Text Reading:

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

IM 817 MA

Service Marketing

IM – 817MA Service marketing

Course Outcomes

- CO-1: Understand the importance of the service industry which is going through a period of revolutionary change.
- CO-2: Acquire core competencies & skill sets to make a successful career in the service sector.
- CO-3: Inculcates a service culture among students interested in a career in service sector.

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.

Text Readings

1. Zeithml, V.A. & Bitner, Mary, Jo. (2011). Services marketing. Tata- McGraw- Hill Edition.

References

1. Lovelock, C., Wirtz, J., Chatterjee, J. (2011). Services marketing. Pearson Prentice Hall.
2. Shankar, R. (2011). Services marketing. Excel Books.

IM-815 MA
PRODUCT AND BRAND MANAGEMENT

Course Outcomes

- 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: The course also explores the methodology for managing the cohesive development and marketing of new products from idea inception to product discontinuation.
- CO3: 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

Books recommended:

1. Product Management by R. Majumdar
 2. Strategic brand management by Kevin Lane Keller.
 3. Brand Management by Y.L.R.Moorthy.
- **Collateral Readings for Brand Management:**
Doyle, P. (1989), “ Building successful brands : The strategic options” , Journal of Marketing Management.
Kapferer, J.- N.(1997), Strategic Brand management.

IM 815 MB

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Outcomes

- CO-1: Developed advance quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.
- CO-2: Understand Supply Chain Management and its relevance to today's business decision making.
- CO-3: 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.

IM-818 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

IM-817MB
INDUSTRIAL MARKETING

COURSE OUTCOMES

CO-1: Understand industrial markets and relevant industrial marketing strategies.

CO-2: Market structures and demand in business markets.

CO-3: Understand the nature and role of industrial markets

CO-4: Explain the characteristics of industrial markets and buying situations

CO-5: Understand how to develop and implement relevant industrial marketing strategies.

Course Content:

1. The nature and concepts of industrial marketing. Industrial versus 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.

Text Readings

1. Robert R. Reeder, Edward G. Briety and Betty H. Reeder, Industrial Marketing, Analysis, Planning and Control, New Delhi, PHI 2nd Edition, 1998.
2. Krishna K. Haviadr, Industrial Marketing, New Delhi, Tata McGraw Hill; 2002

Suggested

1. Michael H. Moris, Industrial Marketing and Organizational Marketing, New York, MacMillan, 2nd Edition, 1992.

IM-818FA
CORPORATE TAXATION (MAJOR)

Course Outcomes

CO1: Enable to understand the tax provisions related to individual and companies and compute the tax liability. Level of knowledge expected from the students after completion of course is working knowledge.

Course Contents:

1. **Introduction:** Introduction and brief history of income tax, definitions Corporation tax, Tax Planning, Tax Evasion, Tax Avoidance, Tax Management, Dividend Tax, Indian Company, Foreign Company.
2. **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, FBT and Dividend Distribution Tax
3. **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,
4. **Amalgamation related tax issues.**
5. **Tax Payment:** Tax deduction at source, Tax collection at source, and Advance payment of tax.
6. **The Wealth Tax Act, 1957:** Introduction of wealth tax, meaning, scope and incidence of tax, Assets included for wealth tax, assets exempted from wealth tax, deemed assets,
7. **Central Excise and Custom Duty:** Meaning and important provisions.
8. **Service Tax:** Background and nature of service tax, Value of service tax, Exemption from of service tax, Classification of services, Procedure of service tax, other important provisions.
9. Introduction to Value Added Tax (VAT)

Books:

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

IM-816 FA PROJECT FINANCE

Course Outcomes

- CO-1: Understand what project finance is, its necessary elements, why it is used, how it is used, its advantages and its disadvantages.
- CO-2: 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.
- CO-3: Understand the necessary elements critical to project financing to include product markets, technology, sponsors, operators, off takers, environment, consultants, taxes and financial sources.
- CO-4: Apply the fundamental risk allocation principle of assigning risks and tasks to the party most capable of handling them. Various sources of financing will be discussed including commercial banks, equity sources, the bond markets and leasing.
- CO-5: Financial modeling will be used as an important tool in understanding the economics, risks and sensitivities of a project.

1. INTRODUCTION: Capital Investment Process, Classification of Projects, New concepts in Financing and execution of projects, Incentives in Project Planning, A review of Financial Appraisal-of-a-Project.

2. SOURCES OF PROJECT FINANCING: Important Issues in Project Financing, Medium and Long-term Sources of Project Finance, Financing through Markets and Public Issues, Financing through Banks and other Financial Institutions, Loan Syndication, Corporate Taxation and its impact on Project Financing, Working Capital Financing, Misc. Sources of Project Financing, Sources of Raising Capital in International Markets, Project Financing Structures and Financial-Closure.

3. ESTIMATION OF INVESTMENT AND COST OF PROJECT: Objectives of Estimating Investment in Projects, Components of Investment in Projects, Basis of Estimation of Investment in Projects, Importance of Cost of Project, Cost of Various Sources, Calculation of WACC, Factors affecting WACC, Leverage Analysis and Project Financing, Numerical Problems/case studies.

4. FINANCIAL ESTIMATES AND PROJECTIONS: Estimating Working Capital Requirements, Estimation of Profitability and Financial Position, Preparation of Projected Income Statement, Projected Cash Flow Statement and Projected Balance Sheet, Numerical Problems/case studies.

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., Assessment of Various Methods, Investment Evaluation in Practice, Multiple Projects and Constraints, Special Decision Situations, Numerical Problems/case studies.

6. RISK ANALYSIS IN PROJECT FINANCING: Sources, Measures and Perspectives on Risk, Risk Analysis Methods; Managing Risk in Projects, Project Selection under Risk, Risk Analysis in Practice, Risk Analysis by Financial Institutions, Numerical Problems/case studies.

7. MISC. ISSUES IN PROJECT FINANCING: Financing Infrastructure Projects, Financing Power and Telecommunication Projects, Infrastructure Financing Scenario in India, Financing of Venture Projects, Current and Emerging Trends in Project Financing in India.

Text Book:

“PROJECTS” by Prasanna Chandra, Tata Mcgraw Hill Publishing Company Ltd., Latest Edition
References: 1) “Project Management and Control” by Narendra Singh, Himalaya Publishing House 2) “Project Management” by Vasant Desai, Himalaya Publishing House 3) “Strategic Financial Management” by Ravi M. Kishore Taxmann Publishing Pvt. Ltd.

IM 815 FA

International Finance

Course Outcomes

CO-1: Gain knowledge of international finance issues, international financing/ investing activities and international financial markets.

CO-2: Understand the knowledge capability and skills necessary for making sound financial decisions for a multinational firm.

Pre-Requisites

This course is being offered as a specialization course for post-graduate students opting Finance as specialisation. The student must have an understanding to basic Principles of Financial Management, Capital and Money market, Indian Financial System.

Course Content

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, 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

Text Books & Other references:

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

IM-818 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.

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

IM 816 FB

BANK MANAGEMENT

Course Outcomes

CO-1: Understand essence of commercial banking business;

CO-2: Examine latest trends and regulations in commercial banking arena;

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.

BOOKS:

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

IM 819FB

STRATEGIC FINANCIAL MANAGEMENT

Course Outcomes:

- CO1: Understand recent trends and practices in strategic Finance and to understand role and responsibility of chief financial officer.
- CO2: Understand the project financing, inflow and outflow of cash and various methods of capital budgeting which helps in selection of projects.
- CO3: Understand the dividend decisions and their impacts on financial requirements of the Company. To introduce them with income tax and Companies Act provisions related to dividend distribution.
- CO4: Evaluate the sources of short term finance, introduction to Start up Financing and its challenges.
- CO5: Understand working capital requirements for different forms of businesses, sources of working capital finance, introduction of alternate sources of working capital.
- CO6: Understand practical approaches for business valuation.
- CO7: Choosing suitable financial strategies after evaluation of various options available to restructure the corporate firms.

COURSE CONTENTS

1. Basic Themes In Finance : Valuation, Return And Risk.
2. Corporate Strategy, Value And Excellence
3. Valuation Of Large Scale Investment
4. Economic Value Addition
5. Capital Allocation Multiple Projects
6. Strategies For Resource Allocation
7. Capital Structure And Corporate Planning
8. Information Signaling, Dividend Decision & Corporate Strategy
9. Financial Policy And Flexibility
10. Financial Distress And Re-Organization
11. Strategic Technology Alliances : Valuation, Risk & Optionality
12. Corporate Governance
13. Financial Management In Knowledge Intensive Companies
14. Future Of Finance Function- The Role Of E-CFO

BOOKS:

1. Corporate Finance Principles By Brealey & Mayers, MC Graw Hill
2. Financial Management : Prasanna Chandra

JOURNALS :

1. Harvard Business Review
2. Management Decision
3. The Paradigm
4. Economic And Political Weekly
5. The Mc Kinsey Quaterly

INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Outcomes

- CO-1: Acquainted with various rights and benefits available to the workmen under the legislations.
- CO-2: 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.
- CO-3: Understand 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, Industrial Disputes Act, 1947.
2. **Workers Participation in Management (WPM):** Meaning, Objectives, Essential Conditions, forms, Reasons for Limited Success and Suggestions for Improvement, WPM in India.
3. **Collective Bargaining:** Meaning, Functions, Process and Prerequisites.
4. **Industrial Employment:** Concept, Standing Orders Act, 1946.
5. **Trade Unions:** Meaning, Functions, Problems, Trade Union Movement in India and Trade Union Act, 1926
6. **Factories Act, 1948, E.S.I.C. Act, 1948**
7. **Payment of Gratuity Act, 1972, 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.

IM 815 HA

ORGANISATION DEVELOPMENT

Course Outcomes

- CO-1: Understand importance of Organization Development, and to offer insights into design, development and delivery of OD programmes.
- CO-2: Acquire knowledge and skills in solving organizational problems in order to bring improvement in performance in organization.
- CO-3: 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.

IM 816 HA
PERFORMANCE PLANNING AND APPRAISAL

Course Outcomes

CO-1: Implement and manage performance management system in support of the strategic goals of the organization.

CO-2: Comprehend what is meant in an organization 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

Test books & other references:

- 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.
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IM-818 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.

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

IM-817 HB
HR Based Business Process and Transformation

Course Outcomes:

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.

Text Readings:

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.

IM- 815 HB

INTERNATIONAL HRM

COURSE OUTCOMES:

CO1: Knowledge and competencies needed for these professionals to deal effectively with the challenges of an ageing workforce.

CO2: Disseminate best practice methodologies for Human Resource Management.

CO3: This course provides an understanding of the role of Human Resources management (HRM) in international contexts.

COURSE CONTENTS:

UNIT 1: Foundation and challenges of international HRM, difference between domestic HRM and IHRM

UNIT 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

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

UNIT 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.

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

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

International HR in strategic decisions International HR strategies

TEXT READINGS

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 stfalo 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.

Semester IX

	Subject Code	Proposed For 2K18 onwards Sem. IX	Credit
Core	IM – 901C	Strategic Management	4
	IM – 903C	Business Ethics and Corporate governance	4
MKT A (DUAL)	IM – 919M	Mktg. Decisions	4
	IM – 920MA	Marketing research	4
MKT B (SINGLE)	IM – 919MB	Direct Marketing and Event Mgt.	4
	IM – 921MB	CRM	4
FIN A (DUAL)	IM – 919FA	Multinational Financial Management	4
	IM – 920FA	Investment Mgt.	4
FIN B (SINGLE)	IM – 921FB	Financial Research	4
	IM – 920FB	Corporate Restructuring	4
HR A (DUAL)	IM – 919HA	HR for business excellence	4
	IM – 920HA	Latest Trends in HRM	4
HR B (SINGLE)	IM – 919HB	HR Skills	4
	IM – 920HB	Advanced Industrial Psychology	4

IM-901C
STRATEGIC MANAGEMENT (CORE)

COURSE OUTCOMES

- CO1: Describe the practical and integrative model of strategic management process that defines basic activities in strategic management.
- CO2: Demonstrate the knowledge and abilities in formulating strategies and strategic plans.
- CO3: 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

1. Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organisations; Strategic Decision-Making Processes – Rational-Analytical, Intuitive-Emotional, Political – Behavioural; Universality of Strategic Management; Strategists at Corporate Level and at SBU Level; Interpersonal, Informational and Decision Roles of a Manager.
2. Mission, Business Definition and Objectives; Need, Formulation and changes in these three; Hierarchy of objectives, Specificity of Mission and Objectives.
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).
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.
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.
6. Strategy Implementation: Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting.
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

IM-903C

Business Ethics and Corporate Governance (Core)

- CO1: Understand business ethics and problems related to unethical practices in management.
- CO2: Understand the applicability of ethics in various departments of an organisation.
- CO3: Understand the code of ethics on the basis of effective ethical program development techniques.
- CO4: Learn the art of ethical decision making and thereby developing an outlook towards morality and value based living.
- CO5: Understand the mechanism of corporate governance on the basis of worldwide practices and frameworks.
- CO6: Understand the environment in which business operates and impact and role of culture and technology in business.

Course contents :

UNIT 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

UNIT 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

UNIT 3 : Ethical Decision-Making and Ethical Leadership

Models of Decision making, Individual Factors: Moral Philosophies and Values, Indianism and Indian Value Systems, Servant Leadership

UNIT 4 : Corporate Governance:

Evolution, Principles, Main Drivers, Theories and Models, Global Practices on Corporate Governance in the World and their impact on corporate world

UNIT 5 : Business Environment

Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic Environment, Technological Environment, Broader Ethical issues in society

UNIT 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.

UNIT 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

Books and Readings:

- 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

IM - 919 MA
MARKETING DECISIONS

COURSE OBJECTIVE:

This course is aimed at integrating the knowledge, which the student has acquired through their core and specialization courses in the marketing area. It will provide an opportunity to analyze business situation and apply suitable concept and techniques for taking appropriate decisions.

COURSE CONTENT:

This is fully based on case study. Cases related to marketing research consumer behavior, segmentation, positioning, marketing mix decision, marketing strategy and implementation will be discussed in the class. Some management games will also be used for this purpose.

TEXT BOOKS:

1. **Strategic marketing problems: cases and comments by Roger A. Kerin, Robert A. Peterson..... Prentice Hall.**

**** All basic and specialization area and books in marketing need to be referred****

IM 920 MA

MARKETING RESEARCH

COURSE OUTCOMES:

- CO1: Be able to assess market research for quality and relevance.
- CO2: Critically analyse market research methods and understand their strengths and weaknesses.
- CO3: Demonstrate an understanding of the ethical framework that market research needs to operate within.
- CO4: Understand how marketing research fits into the broader strategic planning process, with reference to existing theories, concepts and models from within the program.
- CO5: Identify and describe the principal steps involved in the marketing research process.
- CO6: Recognize the differences in scale types, and describe the principles of data transformation.

COURSE CONTENTS:

1. **Scope and applications** – Marketing Research; Scope, advantages, objectives, Process of marketing research, Difference between marketing and market research
2. **Research Design:** Exploratory, Descriptive, Causal studies.
3. **Sampling in Marketing research:** Sampling design process, sampling techniques; Probability and Non-Probability sampling
4. **Instrument design, Measurement and Scaling** –structured and non-structured.Measurement and Scaling: NOIR, Itemized rating scales; Likert scale, Semantic differential scale, Stapel scale.
5. **Data preparation process and data analysis** : Editing, coding, transcribing, data cleaning.Data analysis – Univariate techniques, Multivariate techniques, Measures of central tendency, measures of variability, correlation, regression, Frequency distribution, cross-tabulation, ANOVA
6. **Advanced statistical techniques** – t-test, Z-test, factor analysis, Cluster Analysis, Conjoint analysis, Discriminant analysis, Brief understanding of popular software like SPSS,Structural Equation Modeling: basic concept, Statistics associated with SEM, Foundations of SEM, Conducting SEM
7. **Data interpretation; Report writing.**

TEXT BOOKS

1. Marketing Research – Boyd, Westfall
2. Marketing Research - G. C. Beri
3. Marketing Research – Luck, Rubin

RECOMMENDED READING

1. Marketing Research – Green, Tull, Albaum
2. Marketing Research in Marketing Environment – Dillon, Firtle
3. Research Methodology – D. H. McBurney
4. Special Supplements – Brand Equity (Economic Times), Catalyst (Business Line)
Statistics for Management – Levin, Rubin

IM-919 MB

Direct Marketing and Event Management

Course objective:

To demonstrate how direct marketing and event management have evolved with technology and have become central to modern marketing practices. It will also help students to develop abilities and skills required for the strategy formulation and implementation of direct marketing and event management under the ever changing marketing scenario.

Course Contents:

Unit 1: Nature and Concept of DM: Basic concepts and characteristics of direct marketing, Research in Direct Marketing

Unit 2: Direct Marketing plan and strategic planning, Direct Marketing Offer (4P's)

Unit 3: Direct mailing, Direct response print ads, Catalog marketing, B2B direct marketing, Direct marketing for retailers, Broadcast direct marketing, Telemarketing.

Unit 4: Concepts of Events: Event management, Event as a marketing tool; Key elements of events; Concept of product, price and promotion in events.

Unit 5: Activities in event management (Pre, during and Post-Event)

Unit 6: Strategic market planning, Planning and Evaluation. Evaluation – Event performance.

Unit 7: Event organization assignment

Text Readings:

- Creative strategy in direct marketing: Susan K. Jones
- Direct Marketing – Concepts and Cases: Mukesh Chaturvedi
- Event Marketing and Management: Sanjay Gaur and Sanjay Saggere

Suggested Readings:

- Direct Marketing: Bob Stone
- HBRs and other related journals.

IM 921 MB

CUSTOMER RELATIONSHIP MANAGEMENT

Course Objectives : The subject develops a customer focused attitude and prepares students for careers in the areas of customer relationship management, customer relationships – customer relationship philosophies, relationship process, models on providing value and satisfaction etc. It stresses the importance of understanding, in an empathic way, the needs, expectations and aspirations of customers as a basis for building a relationship, which adds value to the customer while being at least potentially profitable to the services supplier.

Course Contents:

1. **The Concept of Customer Relationship Management:** Evolution of CRM – Paradigm shift in marketing, Definition and Concept of CRM, Benefits of CRM- Role of People as Relationship Marketeers.
2. **Building Customer Relationships** - Creating a customer profile, Recency, Frequency, Monetary, Customer Lifetime Value assessment, Relationship Building as a Process - Customer Acquisition , Customer Retention - Importance, Customer Attrition – Reasons, Grievance handling, Customer Defection – Causes and strategies to prevent defection.
3. **Managing Customer Relationships** – Building relationships by adding value to customers, Managing Customer Contact strategies, Dealing with Difficult situations.
4. **Developing CRM Strategy** – Role of CRM in business strategy, Managing Customer communications
5. **Measuring Performance of CRM** - Setting standards, Customer Satisfaction, and Portfolio Profitability.
6. **e-CRM** – Importance of e-CRM, Merging CRM and the Internet.
7. **Application of CRM** in different sectors.

References:

1. Customer Relationship Management
Emerging Concepts, Tools and Applications - Sheth, Parvatiyar, Shainesh.
2. Handbook of Relationship Marketing – Sheth and Parvatiyar.
3. Customer Relationship Management
A step-by-step approach – H Peeru Mohamed and A Sagadevan

IM 919 FA
Multinational Financial Management

Course Outcomes:

- CO1: Understand financial decision making in the international global market
- CO2: Prepare the students to identify the different financing mechanisms available in the global market.
- CO3: Practical application of relevant modern finance techniques and concepts in global settings.
- CO4: Understand Multinational Corporate Financial System
- CO5: Understand financing and investment decisions of Multinational Corporations.
- CO6: Understand working capital financing decisions of Multinational Corporations
- CO7: Understand Special Issues concerning Multinational Corporations such as Transfer Pricing, Transnational Alliances, etc.

Unit 1: Working Capital for Multinationals:

Financing Foreign Trade; Current Asset Management Short Term Financing; Multinational Financial System; International Financing; Equity Financing, Bond Financing, Direct Loans, Bank Financing, Capital Structure.

Unit 2: Finance for International Operations:

Equity – based financing in international financing; Bond financing in international financing; Bank financing direct loan; Sources of Funds for Subsidiaries.

Unit 3: Capital Budgeting for Multinational Corporations:

Project Appraisal: Introduction, Review of the NPV Approach, Adjusted Present Value (APV) Framework.

Unit 4: Appraisal in the International Context, Capital Structure and Cost of Capital, Political Risk Analysis, International Joint Ventures and Transfer Pricing, Country Risk Analysis.

Unit 5: Managing the Multinational Financial System:

Multinational Corporate Financial System, Market Imperfections that Enhance the Value of Internal Financial Transactions, Intercompany Fund-flow Mechanisms: Costs and Benefits,.

Unit 6: Growth of Multinationals:

Empirical Evidence on the Growth of M N C s

Unit 7: Concerns of Multinationals:

Special Issues Facing Multinational Corporations: Transfer Pricing; the Measurement of Transfer Prices, Strategic Considerations in Transfer Pricing, Practical Considerations in Transfer Pricing; Transnational Alliances

Recommended Books:

- International Financial Management, 9th Edition, Jeff Madura, Thomson South-Western.
- Multinational Financial Management, 10th Edition, Alan C. Shapiro, Wiley Publications.*
- International Financial Management, P.G.Apte, Tata McGraw Hill.
- Multinational Financial Management, Madhu Vij, Excel Publications.

IM 920 FA
INVESTMENT MANAGEMENT

Course Outcomes:

- C01: Analyze and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behavior.
- C02: Construct optimal portfolios and illustrate the theory and empirical applications of asset-pricing models.
- C03: Explain macro and industry analysis, equity valuation, financial statement analysis and technical analysis.
- C04: Analyze bond prices and yields and fixed-income portfolios.
- C05: Explain what options and futures are and their use as hedging instruments.
- C06: Characterize the implications of the market efficiency evidence on active portfolio management
- C07: Develop the skills to set up own financial consultancy.

Course Contents

1. Review of Capital Market Theories and Portfolio Concepts.
2. Investment Strategies:
 - a. Active Portfolio Management vs Passive Portfolio Management
 - b. Arbitrage as a tool of investment,
 - c. Equity portfolio vs Fixed income portfolio.
3. Risk management: Asset Allocation- policies and procedure, Diversification in various markets, various asset classes, dynamic asset allocation, hedging
4. Implementation: Choice of instrument or vehicle, trade execution, short selling, management of cost and taxes, monitoring and governance.
5. Management of Investment Institutions:
 - a. Individual vs institutional clients (pension funds and endowments etc),
 - b. Vehicles of investment – mutual funds, close ended funds, hedge funds
 - c. Markets for investment – “upstairs” block markets, organized stock exchanges, futures markets, intermediaries etc.
6. Hedge Funds and other investment alternatives

Text Readings

1. Fabozzi Frank J, “**Portfolio and Investment management**”.
2. Bhalla V K, “**Investment management**” S. Chand And Sons
3. Donald E. Fisher and Ronald J. Jordan, “**Security Analysis And Portfolio Management**”, PHI Publication, New Delhi, 1998

Suggested Readings

1. Edwin J. Elton and Martin J. Gruber, “**Modern Portfolio Theory And Investment**”, John Wiley and Sons, Singapore, 1996.
2. Bodie, Kane, marcus, Mohanty, “**Investments**”, Tata Mcgraw Hills company, 2006
3. Sharpe William ,”**Investment Management**”
4. Shanbag A N, “**In the Wonderland of Investment**”

IM- 921 FB
FINANCIAL RESEARCH

Course Outcomes:

- CO1: Apply the concept of research to solve problem related to behavioural finance, time series analysis corporate finance, stock market and other upcoming issues.
- CO2: Select and define appropriate financial research problem and parameters.
- CO3: understand financial modeling and its application in real time world.
- CO4: Understand project appraisal valuation using financial modeling.

COURSE CONTENT:-

- 1) **Introduction:** - Introduction to financial research, Basic requisites for the financial research. Areas of research in the field of finance: Researches in Behavioural Finance, Corporate Finance, Stock Markets, Other upcoming fields.
- 2) **Introduction to other Softwares for Analysis** - SPSS: - Getting started with SPSS. Tools used in the field of finance, **EASYREG:** - Getting started with EASYREG. Tools used in the field of finance. **EVIEWS:** - Getting started with EVIEWS. Tools used in the field of finance.
- 3) **Basics of Financial modeling-** Forecasting on any time series data by using regression and other statistical tools. An overview about econometric tools for time series analysis. An overview about various softwares for financial modelling.
- 4) **Tools & Models:** Distributed lag models, Stationarity of Financial Time series, Multicollinearity, Cointegration test, Volatility models.
- 5) **Financial Modelling in Project Appraisal & Valuation** - Determining Project Viability, Risk Analysis in Project Appraisal, Simulation in Project Appraisal, Valuation -Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation
- 6) **Financial Modelling in Portfolio Theory** -Determining Efficient Portfolio, Creating Dynamic Portfolios, Portfolio Insurance, Fixed Income Portfolio Management using software
- 7) **Writing Reports:-** Equity Analysis Report, Project Analysis Report, Financial Research Report

Recommended Books:-

1. Damodar Gujarati:- Basic Econometrics, 4th edition. Tata Mcgraw hills.
2. MODULES of EVIEWS, EASYREG ,SPSS
3. Prasna Chandra.:- Financial Management
4. V.K. Bhalla, Investment management, S.Chand And Sons

IM-920 FB

Corporate Restructuring

Course Outcomes:

- CO1: Understand basic concepts of corporate restructuring, its modes and Identify latest and emerging modes in corporate restructuring.
- CO2: Select and define appropriate strategic planning and alternative approaches to competitive strategy.
- CO3: Meaning of mergers and its legal approach according to Companies Act 2013
- CO4: Financial considerations in Merger
- CO5: Various other modes of Corporate Restructuring
- CO6: Modes of Capital restructuring and its practical problems and buy back of shares.
- CO7: Post merger impact of mergers and practical aspects of leverage and its types.
- CO8: International mergers and various case studies

Unit 1: Introduction

Meaning of Corporate Restructuring, Need & Scope, Historical Background, various modes of Corporate Restructuring, emerging trends in Corporate Restructuring

Unit 2: Basics of Corporate Restructuring strategies

Basic steps in strategic planning, various approaches to formulating strategies, and evaluation of alternatives approaches, formulating a Competitive Strategy

Unit 3: Mergers & Corporate Restructuring

Major types of merger, Theories of Merger, A framework for analysis of Merger, Financing and considerations in merger

Unit 4: Others Modes of Corporate Restructuring

Sell offs & Divestitures; Definition & examples , Spin offs, Equity carve outs, Voluntary Liquidations & Take overs , joint venture , ESOPs, MLPs etc.

Unit 5: Funding & Financial Restructuring

Financial Alternatives, Merits & Demerits, MBOs & LBOs, Reduction & reorganization of Share capital buy-back of shares

Unit 6: Deal Structuring

Financial & Tax Consideration, Methods of payments & leverages, the effect of mode of payment, Post restructuring & Financial Implications.

Unit 7: International Merger & Restructuring

Case Studies

Book: Merger, Restructuring & Corporate control- Weston, Chung & Hoara, Person Publication

IM- 919 HA
HR FOR BUSINESS EXCELLENCE

Course Outcomes:

- CO1:** Acquainted with the importance of HR role in business excellence and to offer insights into various modes of business excellence.
- CO2:** Steps in Organizational Structure, benefits of a good organization, Determinants of Organization structure.

Course Content

- 1.Theories Of Innovation, Innovation V/S Kaizem, Team & Its Types, Team Building & Its Process, Resistance To Team Building, Performance Evaluation For Teams, Teams V/S Groups, Small Group Activities (SGA) Like Quality And Kaizem Group
- 2.Total Quality Management: History & Philosophy Of TQM, Total Quality As A System, Step By Step TQM Implementation Process, ISO 9000 & ISO 14000 Process Implementation & Obtaining Certification, Malcon Bridge Award Criteria, Demings Award, Rajeev Gandhi National Quality Award
3. Problem Solving Tools & Business Process Re-Engineering (BPR): 7 QC Tools, BPR Meaning, Concept, Methodology & Its Implementation Of HR Intervention In BPR
4. TQM in Service & Manufacturing Industries: Understanding the Different Processes & Designing TQM Models For These Industries
5. Turnaround Mgmt. : Meaning, Types, Methodology & Implementation, Barriers To Turnaround & Methods Of Minimizing Them.
6. Change Mgmt.: Theories Of Change, Leading To Change, Resistance To Change, Change Proneness, Visioning, HRM & Culture Of Change

Text Readings:

1. Pradip N. Khandwala, “Turnaround Excellence Theory & Cases”, Response Books, New Delhi,2001
2. Lt. Gen. Ahluwalia J.S (Ed.), “TQM: The Transforming Role Of Quality In A Turbulent World. ”, New Delhi, Tata Mcgraw Hill, 1997
3. Madhukar Shukla, “Competing Through Knowledge”, Response Books, New Delhi,1999
4. Knouse B Stephen & Milwaukee Klisconsin, “Human Resource Management Perspectives On TQM: Concepts & Practices ”

IM-920 HA
Latest Trends in Human Resource Management

Course Outcomes:

- CO1: Identify each of the major HRM functions and processes of strategic HRM planning, job analysis and design, recruitment, selection, training and development, compensation and benefits, and performance appraisal.
- CO2: Define strategic HR planning and the HRM process to the organization's strategic management and decision-making process.
- CO3: Recall the wide range of sources for attracting and recruiting talent and appropriate practices for job placement.
- CO 4: Recognize emerging trends, opportunities and challenges in performance appraisal.
- CO 5: List training and development processes as well as future trends for HRM globalization.

Unit I Learning Organization

Learning Organization, Meaning, Characteristics, Single-loop learning V/S Double loop learning. Creating a learning organization.

Unit II Managing Knowledge Workers

Knowledge management meaning, challenges and trends, E- Learning: Challenges and issues.

Unit III: Psychological Contract

Psychological contract. Meaning, Importance, Types and managing the psychological contract.

Unit IV Skill Inventory

Skill Inventories, Competency mapping, Recent Trends in training and development & performance appraisal.

Unit V Human Resource Accounting

Human Resource Accounting and Audit: Meaning process and importance.

Unit VI: Human Resource Information System

Human Resource Information System: Meaning and Process

Unit VII Workforce Diversity

Managing work force diversity – Challenges and Issues

Reference Books

- Mark, Easterby., Loius, Arajo. (2008). Organizational learning and the learning organization. Sage Publication
- John, C. Maxwell., (2006). The 360 leader. Pearson Publication.
- Gupta, R. K. (2003). Human resource accounting. Anmol Publications.
- Dr. Michael, J. K., & Mohan, T. (2007). Human resources information system. Sage Publication.
- Chaudhari, S. (2004). Effective psychological contract: implications for HR practices. ICFAI University Publication.
- Amar, A.D. (2002). Managing knowledge workers: Unleashing innovation and productivity. Quorum books.
- Pushkala, P. (2002). Managing the organizational melting pot: dilemmas of workplace diversity, Sage Publication.

IM 919 HB
HUMAN RESOURCE SKILLS

Course outcomes

- CO1: Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
- CO2: Develop, implement, and evaluate employee orientation, training, and development programs.
- CO3: Research and support the development and communication of the organization's plan.
- CO4: Research and analyze information needs and apply current and emerging information technologies to support the human resources function.
- CO5: Develop, implement, and evaluate organizational development strategies aimed at promoting organizational effectiveness.
- CO6: Present and evaluate communication messages and processes related to the human resources function of the organization.
- CO7: Manage own professional development and provide leadership to others in the achievement of ongoing competence in human resources professional practice.
- CO8: Facilitate and communicate the human resources component of the organization's business plan.

Course Contents :

UNIT-I :

People centric partnership IT - Mistaking the Message, Human Resource Elusive Search for Status and Respect - Measuring Human Resource Effectiveness, Macro Human Resource Issues and Trends in the knowledge of the Economy, Characteristics of Knowledge Workers.

UNIT-II :

Learning - Approaches to the Learning, Barriers to Learning, Managing Failure and Success - Bench marking against best practices adopt or reject. Mentoring, Sharing Knowledge, Attracting Talent - From left brain to right call for competencies, Retaining Talent.

UNIT-III :

Counseling - Definition - Historical background and origins of Counseling -Dimensions of Counseling - Basics of Counseling - Common Criticisms - Orientation Models - Problem focused models - Work oriented models - Welfare based models -Organization change models - Externally based models - internally based models.

UNIT-IV:

Multiple Roles of Counselors - Counseling values vs. Business values to training for Counselors

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Ethical issues in Counseling stress and counseling - Impact of organizations - Systematic approaches – Organization culture different culture and Counseling.

UNIT-V:

Preparation of Counseling - Assessing counseling - contracting for counseling - Termination counseling – Preparation of employee - Assessment of employee - Contracting / referring - Enjoying in counseling and termination counseling

UNIT-VI:

Performance Counseling - Objectives conditions for effective Counseling - Sequential Process of Performance Counseling - Counseling special types of employees - Training in ethical decision making - Making ethical decisions.

UNIT-VII:

Evaluation - Usefulness of evaluation - Record keeping evaluation - Formative and Summative evaluation – Different methods of counseling evaluation - Counseling for improving performance.

Reference Books:

1. Work place counselling., Micheal Carrol sage publications, 1999.

2. Introduction to counselling skills - texts and activities, recharge welson jones saga publications 2000.M.A. Human Resource Management: Syllabus (CBCS)44
3. Counselling and guidance - Narayana Rao, S. Tata McGraw Hill, 1992.
4. Personal Counselling J M FASTER, Better Yourself Books Bandra, Bombay - 4000050
5. Readings in HRD - Dr T.V. Rao, Oxford & T.B.H. publishing co.Ltd.
6. Indian Case Studies in Therapeutic - Counselling, Dr. B. J. Prasantham, Christian Counselling Center, Vellore 63 2001.

IM-920 HB
Advanced Industrial Psychology

Course outcomes

- CO1: Understand the major areas of organizational and industrial psychology, including human resources; leadership development; employee training, motivation, and satisfaction; group dynamics, organizational climate; and team-building.
- CO2: Increase understanding of underlying theories and their application in organizations.
- CO3: Apply organizational theory to specific organizational situations.
- CO4: Acquire skill in collaborative teamwork, time management, self-motivation, and project planning.

Unit – 1 Industrial Psychology – Definition, Principles, Practices, Problems and Techniques, Tools and Tactics. A Brief history of Industrial and organizational psychology. The Future of Ind. Psychology.

Unit -2 Working as an Industrial and organizational psychologist, Problems and Areas of Industrial and Organizational Psychology, Research Methods in Industrial Psychology. Requirements of Psychological research. Limitation of Industrial Psychology research, The experimental Method, Naturalistic observation Survey research

Unit -3 Scope & Development Of Advanced Industrial Psychology: Major problems of industrial psychologist's of Advanced Industrial Psychology. Economic, social and psychological foundation of Advanced Industrial Psychology.

Unit –4 Psychological Testing- Introduction of psychological Test, Characteristics of psychological Test, Types of Psychological Test, Tests of knowledge, skills and abilities and Limitations of Psychological Testing Programme

Unit -5 Development of Counselling Skill among HR Managers

- Introduction to the Important Schools of Counselling
- Psychoanalytic Foundations
- Transactional Analysis
- Johari Window
- Rational Emotive Therapy
- Person-Centred Approach to Counselling
- FIRO-B
- Essentials of Skills
- Nonverbal Clues

Unit -6 Emotional Intelligence : Concept, Framework, Process, techniques, applicability of EI in today's modern world.

Unit -7 .Creativity and Intelligence – creativity and intelligence, identification of the creative individual. Education for encouraging creativity. Cognitive development, Bruner and Piaget's work on cognitive development and their application to class room situations, Spiritual Intelligence.

Unit -8 Developmental Social Psychology: Concept of Developmental Social Psychology. Two key concepts : Social and Socialization. Theoretical Background of Developmental Social Psychology. Cognitive Developmental Theory. Social learning theory. Evolutionary Theory. An Ecological theory of Human Development – Anthropological – Psychodynamic approaches.

Test to be used (Any 10)

S. K. Pal and K. S. Misra. Test of General Intelligence (TGI-PM) English.

(This test measures general intelligence of college students through six sub tests — word

meaning, analogy, classification, number series, code transformation, syllogism.)

Anukool Hyde, Sanjyot Pethe and Upinder Dhar. Emotional Intelligence Scale

(EIS-HPD) English.

(It contains 34 items and measures emotional intelligence through 10 factors — self awareness, empathy, self motivation, emotional stability, managing relation, integrity, self development, value orientation, commitment and altruistic behaviour. It is standardized on executives)

Roquiya Zainuddin & Anjum Ahmed. Spiritual Intelligence Test

(SIT-ZA) English.

(This scale consists 78 items. Spiritual Intelligence Test has been classified into six dimensions : I. The inner self, II. The interself, III. Biostoria, IV. Life Perspectives, V. Spiritual Actualization, VI.

Value Orientation. It is standardized on Post Graduate Level age range 21 to 45 years.

N. K. Chadha and Usha Ganesan. Social Intelligence

Scale

(SIS-CG) English.

(It measures social intelligence in eight areas-patience, cooperativeness, confidence level,

sensitivity, recognition of social environment, tactfulness, sense of humour, and memory. It

is meant for college students.)

M. Rajamanickam. Mental Imagery Questionnaire

(MIQ-R) English

(M.I.Q. is designed to assess the sensory experiences of the individuals. This Questionnaire

consists of six subtests referring to six areas of sensory experiences- (i) visual, (ii) auditory, (iii) gustatory, (iv) olfactory, (v) tactual, and (vi) bodily. Thus on the whole $15 \times 6 = 90$ items were

included in the Questionnaire. It can be used on school students and adult population.)

A. K. P. Sinha and L. N. K Sinha. Scientific Aptitude Test for College Students

(SATCS-SS) English.

(It contains 34 items and measures scientific aptitude of college going students through 7

areas — (i) experimental bent, (ii) detection of inconsistencies or illogical conclusion, (iii) ability to

arrive conclusions from the data provided, (iv) accuracy of interpretation, (v) ability to reason and

solve problems, (vi) caution and thoroughness and (vii) Accuracy of observation. Norms for selected

scientific, unselected scientific and non-scientific groups were prepared.)

Nirmala Gupta. Career Maturity Inventory

(CMI-G) English

(Attitude Scale and Competency Test. Its attitude scale contains 50 items and maps the various conative aspects — decisiveness, involvement, independence, orientation and compromise in career decision making. The competence test measures the cognitive variables in choosing an occupation. It contains five parts — self appraisal, occupational information, goal selection, planning,

problem solving. It is meant for adolescents studying from 8th to 12th grade and may be

used for college population.)

Manju Mehta. Vocational Attitude Maturity Scale

(VAMS–M) English.

(Based on Crites. It contains 20 items. It measures the vocational maturity of adolescents.)

Vivek Bhargava and Rajshree Bhargava. Career Preference Record

(CPR–BB) English.

(Measures career preference or choices in ten broad areas — Mass Media, Journalism and

Information Technology (MMJ), Artistic and Designing (AD), Science and Technology (ScT), Agriculture

and Horticulture (Ag.), Commercial and Management (CM), Medical Profession (M),

Defence Services (D), Tourism and Hotel Management (TH), Law and Order (LO),

Educational

Administration and Teaching (E). It is found highly reliable and valid standardized on 12th Class students.)

V. P. Sharma, Prabha Shukla and Kiran Shukla. Social

Competence Scale

(SCS–SSS) English.

(This scale consist 50 items. This scale is meant for school going children from 14+ years. On the basis of factor analysis, it measures social competence through five factors—pro-social attitude, social competition, social leadership, social tolerance and social maturity.)

Y. Singh and M. Bhargava. Emotional Maturity Scale

(EMS–SB) English.

(It contains 48 items under the five categories—emotional instability, emotional regression, social

maladjustment, personality disintegration and lack of independence. Meant for adolescents

and adults.)

Judging Emotions By Photographs (JEP)

(1 Manual, Set of 10 Cards & 100 Scoring Sheet)

Upinder Dhar and Manisha Jain. Type A/B Behavioural Pattern

Scale

(TABBPS–DJ) English.

(This is a new scale, the necessity of mode-n-time. It identifies individuals with two types of

Personality Patterns—type A & B. There are 33 items in this scale, 17 are related to type A

whereas 16 are related to type B. On the basis of factor analysis six factors were identified in type

A pattern—tenseness, impatience, restlessness, achievement orientation, domineering and workaholic and five factors were identified in type B pattern—complacent, easy going, non-assertive, relaxed and patient. It is found to be satisfactorily reliable and valid and norms are available on 200 subjects of working population. For adults.)

Sanjay Vohra. Locus of Control Scale Indian Adaptation of Levensons Scale

(LCS–VS) English.

(This 24 Likert type Rating items scale measures locus of control in three dimensions, i.e., powerful

on others (P) chance control (C), and Individual Control (I) Meant for above 16 years.)

Ashok K. Kalia and Anita Deswal. General Well-Being

Scale

(GWBS–KADA) English.

(This scale consists 55 items in four dimensions : I. Physical Well-being, II. Emotional Wellbeing,

III. Social Well-being, IV. School Well-being. The scale was administered on 200 Adolescents– Male and Female.)

D. S. Sisodia and Pooja Choudhary. Psychological Well-Being

Scale

(PWBS–SDCP) English

(The scale consists 50 items in Five Area—I. Satisfaction, II. Efficiency, III. Sociability, IV. Mental

Health, Interpersonal Relation. This scale administered on any age group.)

R. K. Saraswat. Self Concept Questionnaire

(SCQ–S) English.

(This 48 items measures self-concept in six areas — physical, social, temperamental, educational, moral and intellectual of school going children. Age group 14 to 18 years.)

Upinder Dhar and Sanjyot Pethe. Leadership Effectiveness Scale

(LES–DP) English.

(It contains 41 items on five point rating. It is standrized on 395 executive. Its measure 11 area Interpersonal Skills.)

Upinder Dhar and Santosh Dhar. Team Effectiveness

Scale

(TES–DD) Hindi/English.

(It contains 20 items on five point response alternatives and it can be successfully used for

screening out individuals who have low team orientation and are likely to have inhibiting influence

on the performance of a team. It has satisfactory reliability and validity. Three factors — dependability,

cooperation and sharing were identified on the basis of factor analysis. Norms are available

on a sample of 350 executive in organizations.)

Upinder Dhar. Humour Effectiveness in Advertising

(HEA–DU) English.

(This test consists of 16 items. It is standardized on 230 marketers & advertisers.)

BOOKS :

1. Duane P. Schultz (1994) ‘ Psychology & Work Today ’ , Prentice Hall, A Simon & Schoster Co. Upper Saddle River, New Jersey, 7458
2. E.J. McCormick & D.K. II gen (1987) ‘Industrial Psychology’ 6 Th ED. Prentice 3. Hall, New Delhi.
3. Anne Anastasi: Field of Industrial Psychology. Mc Graw Hill New York _ Blum M.L. & Naylor.J.C: Industrial Psychology. It’s theoretical and social foundations, Harper Int. Addition New York _
4. Blum M.L. & Naylor.J.C (1968): Industrial Psychology theoretical & social foundations, N.Y. Harper International edition

Semester X

IM 1001B

Industrial Project / Dissertation / Major Research Project

Course outcomes

- CO1: Considerably more in-depth knowledge of the major subject/field of study, including deeper insight into current research and development work.
- CO2: A capability to contribute to research and development work.
- CO3: The capability to use a holistic view to critically, independently and creatively identify, formulate and deal with complex issues.
- CO4: The capability to plan and use adequate methods to conduct qualified tasks in given frameworks.
- CO5: The capability to critically and systematically integrate knowledge to understand and solve management issues .
- CO6: The capability to clearly present and discuss the conclusions as well as the knowledge and arguments that form the basis for these findings in written form.
- CO7: The capability to identify the issues that must be addressed within the framework of the specific thesis in order to take into consideration all relevant dimensions of sustainable development.
- CO8: A consciousness of the ethical aspects of research and development work.

About MRP & it's Benefits

The Major Research Project is an opportunity offered to selected students where they conduct an indepth research on any topic of their choice. The MRP 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. MRP 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 organisation, 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. MRP 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. MRP 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. MRP 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

Mentoring

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