

**International Institute for Special Education
Lucknow
Post Graduate Diploma in Management
(Syllabus)**

Trimester -1						
Sr. No.	Subject Title	Subject Code	MAX MARKS			Total
			Theory	Practical/ Project	Sessional	
1	Fundamentals of Management	C 101	100	100	50	250
2	Managerial Economics	C 102	100	-	50	150
3	Management Accounting 1	C 103	100	-	50	150
4	Marketing and e Marketing	C 104	100	100	50	250
5	IT Applications and Trends	C 105	100	100	50	250
6	International Business English Communication (IBEC) *	C 106	---	100	---	100
7	Total					1150

Trimester-2						
Sr. No.	Subject Title	Subject Code	MAX MARKS			Total
			Theory	Practical/ Project	Sessional	
1	Organizational Behaviour	C 201	100	100	50	250
2	Management Accounting II	C 202	100	100	50	250
3	Financial Management	C 203	100	-	50	150
4	Quantitative Techniques	C 204	100	-	50	150
5	Consumer Behaviour	C 205	100	100	50	250
6	Business Environment	C 206	100	-	50	150

7	Total	1200
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Trimester -3					
		MAX MARKS			Total
Subject Title	Subject Code	Theory	Practical / Project	Sessio nal	
Business Law	C 301	100	-	50	150
Human Resource Management	C 302	100	100	50	250
Research Methodology	C 303	100	100	50	250
Operations Research	C 304	100	-	50	150
Insurance And Risk Management	C 305	100	100	50	250
IBEC*	C306	100	---	---	100
Total					1150

Trimester -4						
			MAX MARKS			Total
Sr. No.	Subject Title	Subject Code	Theory	Practical/ Project	Sessi onal	
1	Sales And Distribution Management	MK01	100	100	50	250
2	Management Information System	C 401	100	100	50	250
3	Materials and Machine Management	C402	100	100	50	250
4	Project Management	C 403	100	100	50	250
5	(e) HRM: Human Resource Development	HRM01	100	100	50	250
	(e) FM : Security Analysis And Portfolio Management	FM01	100	100	50	250

	(e)IT : Database Management System	IT01	100	100	50	250
	(e) RD: Economics for Rural Development& Entrepreneurship	RD01	100	100	50	250
	(e) IB: International Marketing Management	IB01	100	100	50	250
6	Summer Training	ST01	---	---	---	250
7	Total					1500

Trimester 5						
Sr. No.	Subject Title	Subject Code	MAX MARKS			Total
			Theory	Practical/ Project	Sessional	
1	Business Policy and Strategic Management	C501	100	100	50	250
2	Retail Management	MK02	100	100	50	250
3	International Business and Trade	C 502	100	100	50	250
4	Rural Marketing	C 503	100	100	50	250
5	(e)HRM: Organizational Change And Development	HRM02	100	100	50	250
	(e) FM: Management of Financial Institutions and Services	FM02	100	100	50	250
	(e) IT : Management of Technology, Innovation & Change	IT02	100	100	50	250
	(e) RD :Rural Credit & Cooperatives	RD02	100	100	50	250
	(e) IB: International Logistics & Documentation	IB02	100	100	50	250
6	IBEC*	C506	---	---	50	50
7	Total					1300

Trimester -6						
Sr. No.	Subject Title	Subject Code	MAX MARKS			Total
			Theory	Practical/ Project	Sessional	
1	Entrepreneurship Development	C 601	100	100	50	250
2	Marketing of Services	MK03	100	100	50	250
3	Behavioural Finance	C 602	100	100	50	250
4	(e) HRM: Union Management and Industrial Relations	HRM03	100	100	50	250
	(e) FM: Tax Planning and Management	FM03	100	100	50	250
	(e) IT: Business System Analysis & Design	IT03	100	100	50	250
	(e) RD: Rural Management	RD03	100	100	50	250
	(e) IB: International Financial Management	IB03	100	100	50	250
5	Research Project Report	RPR01	---	---	---	300
6	Total					1300
	Grand Total					600

Detailed Syllabus

Trimester 1

Sr. No.	Subject Title	Subject Code
1	Fundamentals of Management	C 101
2	Managerial Economics	C 102
3	Management Accounting 1	C 103
4	Marketing and e Marketing	C 104
5	IT Applications and Trends	C 105
6	International Business English Communication (IBEC) *	C 106

Fundamentals of Management

Course Objective:

To familiarize the students with the basic concepts and principles of management. The students should clearly understand the definitions of different areas of management. This

course will facilitate students to understand and describe specific theories related to perception, motivation, leadership, job design, and organizational change.

UNIT – I (10 sessions)

Management: Concept, Nature, Importance; Management: Art and Science, Management as a Profession, Management Vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers.

Evolution of Management: Early Contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach, Heuristics as management approach

UNIT – II (8 sessions)

Introduction to Functions of Management:

Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making.

Organizing: Concept, Organization Theories, Forms of Organizational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organizational Design.

UNIT – III (8 sessions)

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment and Selection, Training and Development, Performance Appraisal.

Directing: Concept, Direction and Supervision

Motivation: Concept, Motivation and Performance, Theories of Motivation, Approaches for Improving Motivation, Pay and Job Performance, Quality of Work Life, Morale Building

UNIT – IV (8 sessions)

Controlling: Concept, Types of Control, Methods: Pre – Control: Concurrent Control: Post – Control, An Integrated Control System, The Quality: Concept, Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre - Control of Inputs, Concurrent Control of Operations, Post – Control of Outputs.

Change and Development: Model for Managing Change, Forces for Change, Need for Change, Alternative Change Techniques, New Trends in Organizational Change.

UNIT – V (6 sessions)

Leadership: The Core of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership Development.

Communication: Communication Process, Importance of Communication, Communication Channels, Barriers to Communication.

SUGGESTED READING:

1. James A.F.Stoner, R. Edward Freeman, Daniel R. Gilbert -Management, Seventh Edition, 2009, Pearson Publication ,New Delhi.(Text Book)
2. Koontz Harold & Weihrich Heinz – Essentials of management (Tata Mc Graw Hill, 5th Edition 2008)
3. Principles and Practice of Management, L. M. Prasad, Sultan Chand & Sons, New Delhi.
4. VSP RAO-Managing Organization (Excel)
5. Fundamentals of Management: Essential Concepts and Applications, 6th edition, Robbins, Pearson Publication, New Delhi

Managerial Economics

Course Objective:

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

UNIT – I (8 Sessions)

Definition, nature and scope of Managerial Economics, Managerial Economics Vs Macro-Economics, Objectives of the firm- Profit Maximization, Sales Maximization, Satisfying Theory - Enhancing value of the firm and its goals. Profit concept and major theories of profits, Break -even Point. Case Studies

UNIT-II (8 Sessions)

Demand Analysis - Determinants of Market Demand - Law of Demand - Elasticity of Demand - Measurement and its use - Demand Forecasting - Techniques of Demand Forecasting, Supply Analysis, Law of Supply, Supply Elasticity- Analysis and its uses for managerial decision making. Case Studies

UNIT - III (8 Sessions)

Production concepts & analysis; Production function, single variable-law of variable proportion, two variable-Law of returns to scale. Cost concept and analysis, short-run and long-run cost curves and its managerial use. Case Studies

UNIT - IV (8 Sessions)

Market structure, Price determination under different market forms like perfect competition, monopoly, oligopoly, monopolistic and Price discrimination, Pricing strategies. Case Studies

UNIT - V (8 Sessions)

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory, barter system, GDP. Case Studies

Suggested Readings:

1. Dwivedi D.N. - Managerial Economics, Vikas Publication, 7th Edition (Text Book)
2. Petersen/Jain Managerial economics-4e (Prentice hall)
3. Raj Kumar-Managerial Economics(UDH PUBLISHERS, 2013 edition)
4. Damodaran Suma – Managerial Economics (Oxford 2006)
5. Atmanand- Managerial Economics (Excel Books)

Management Accounting I

Course Objectives

Accounting is a vital part of every business. While tracking income and assets over time, accountants engage in a wide range of activities. These include, but are not limited to, tracking financial performance, tax strategies, and quality management. If you would like a challenging, fast-paced work environment, then this major is for you.

Unit I (6 Sessions)

Financial Accounting : concepts, conventions and principles; Accounting Equations, International accounting principles and standards, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patent and goodwill

Unit II (8 Sessions)

Basic terms: Assets and Liabilities, Shares and Debentures, Debtors and creditors, Capital and Revenue, Capital structure of a company, Accounting need, importance and Limitations, Comparison of Management Accounting and Cost Accounting,

Unit III (12 Sessions)

Financial accounting using Tally software

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; Ledgers, Trial balance, Format for income statement and Balance sheet. Preparation of Final Accounts with simple adjustments. P/L Accounts, P/L Appropriation account and Balance Sheet,

Unit IV (6 Sessions)

Accounting for Management; cost concepts, types of cost Role of Cost in decision making Preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting. Understanding annual reports. Cases.

Unit V (8 Sessions)

Financial statements Analysis: Ratio analysis: solvency ratios, profitability ratios, Activity ratios, liquidity ratios, market capitalization ratios, Application of ratio analysis for manufacturing & service organization

Cases

Project exercise:

Download Balance Sheet and Profit and Loss account of any company and analyze strength and weaknesses of the company

Suggested Readings:

- 1. Maheshwari S.N & Maheshwari S K–A text book of Accounting for Management (Vikas, 10th Edition) Text Book**
- 2. Ambrish Gupta-Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)**
- 3. Narayanswami-Financial Accounting: A Managerial Perspective (PHI, 2nd Edition).**
- 4. Mukherjee-Financial Accounting for Management (TMH, 1st Edition).**
- 5. Banerjee-Financial Accounting (Excel Books)**
- 6. Dhamija-Financial Accounting for managers :(Prentice Hall).**
- 7. Ramchandran & Kakani-Financial Accounting for Management (TMH, 2nd Edition).**

Marketing and e- Marketing

Course Objective:

This course provides an overview of marketing principles, processes and strategies with an opportunity to apply these concepts in a holistic manner to solve the real world situation.

Unit I (8 Sessions)

Introduction to Marketing: Understanding Basics, Core Concepts of Marketing, Scope of Marketing, Marketing Philosophy, Types of Demand in marketing, Paradigm shifts in marketing, Marketing Management – planning and strategies, Marketing Myopia, Understanding customer, competition & competitive environment, Different Environments and their influences on marketing, Understanding Consumer & Industrial markets. Case studies

Unit II (8 Sessions)

Marketing Mix - 4 Ps of marketing: Product, Price, Place & Promotion, Market Segmentation, Targeting & Positioning, Marketing of Services, Product Mix, Branding, Packaging, Pricing and Promotion. Basics of marketing research. Case studies

Unit III (8 Sessions)

Study of consumer buying behavior, Goods & Services – Concept, Difference, Types, Product Life Cycle, New Product Development, Overview of Pricing Strategies. Case studies

Unit IV (8 Sessions)

Integrated Marketing Communications: Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations, Distribution Management: Types of channels, Store and Non-store retailing. Case studies

Unit V (8 Sessions)

E-Commerce and e-Business: Introduction to e-Business: Overview of e-Business, E-Commerce: Origin and Need of e-Commerce, Factors affecting e-Commerce, Business dimension and technology dimension of e-Commerce, e-commerce model, B2B and B2C, changing dynamics of banking, Modern trade practices in India. Case studies

Suggested Readings:

- 1. Philip Kotler, Keller, Koshy, Jha -Marketing Management: 13e, Pearson (Text Book)**
- 2. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control , 3rd Edition, Macmillian**
- 3. Rajan Saxena: Marketing Management, Tata McGraw Hill**
- 4. Tapan Panda : Marketing Management, (Excel Books)**
- 5. Stanton William J - Fundamentals of Marketing Tata McGraw Hill**

IT -Applications & Trends

Course Objective:

The objective of this course is to acquaint the students with the application of computers in understanding latest trends in information technology. To give students a hands-on experience of using Microsoft Office 2007 (Word, Excel, Access, and PowerPoint). To familiarize students with the internet technologies and WWW. To impart knowledge about Currents Trends of IT in Business

UNIT I (6 sessions)

Introduction to Computers and Windows, Basics of Computers, Introduction to Operating Systems Concepts Hands-on MS Windows and Linux

UNIT II (7 sessions)

MS Office-MS Word, MS PowerPoint, MS Excel, Introduction to DBMS using FoxPro & MS Access

UNIT III (9 sessions)

Overview of RDBMS: ORACLE 8i Architecture , Oracle Web WB, SQL* Plus, Querying Multiple tables, Data Manipulation and Control, PL/SQL And Advanced PL/SQL, SQLJ. Oracle Enterprise Manager, Developer 2000, Forms 6i, Reports 6i, Java Virtual Machine

UNIT IV (9 sessions)

Internet Technologies-Introduction to Internet and WWW Browsing, Surfing, Downloading and Installing Applications Introduction to Web pages and Websites Introduction to HTML Hands-on MS FrontPage

UNIT V(9 sessions)

Current Trends in IT-Introduction to Virtual Reality, Artificial Intelligence and Expert System, Data warehouse and Data Mining, Geographic Information System, E-Commerce-Introduction to E-Commerce, Mobile Commerce, Concept of Network Enterprise, Cross Functional Business Applications, CCN: Computer communication and network, type of network ,network topologies, network media, network operating system, access methods , extension of LAN (Gateways, Routers ,bridges).

Suggested Readings:

- 1. ITL Education Solutions Ltd. – Introduction to Information Technology (Pearson Education, Ninth Impression) (Text Book)**
- 2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).**
- 3. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)**
- 4. ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).**
- 5. Introduction to Computers, Norton P. (TATA McGraw Hill)**
- 6. Leon - Fundamentals of Information Technology, (Vikas)**

International Business English Communication (IBEC)

Course Objective:

The course is aimed at revising & brushing up of basic grammar with importance on spoken English, tips & techniques towards developing interest for speaking correct English with confidence and emphasis on English as the corporate language.

Unit I (8 Sessions) GRAMMAR BASICS.

- 1. ABC of Soft Skills.**
- 2. Basics of Grammar**
- 3. Importance of Communication in English L6.Tips.**
- 4. Simple & Compound Sentence & Tenses**
- 5. Usage of Articles “a, an & The”**
- 6. Homonyms, Antonyms Synonyms.**

Unit II (8 sessions) FUNCTIONAL GRAMMAR.

- 1. Parts of Speech. (Noun, Pronoun, Verb, Adjective, Adverb, Preposition, Conjunction, Interjection.)**
- 2. Tenses.**

3. Word Power, Spellings, Punctuations.

Unit III (8 sessions) TALK IN ENGLISH.

- 1. Reading.**
- 2. Vocabulary, Spellings.**
- 3. Use of Dictionary.**
- 4. Phonetics & Pronunciation.**

Unit IV (8 sessions).WRITE IN ENGLISH.

- 1. Purpose of Writing.**
- 2. Principles of writing.**
- 3. Paragraph Writing.**
- 4. Basics of Letter Writing.**

Unit V (8 Sessions) BUSINESS CORRESPONDENCE.

- 1. Layout of Business Letter.**
- 2. Kinds of Business Letters.**
- 3. Circulars.**
- 4. Inter Office Memo.**
- 5. Application Writing.**
- 6. Email Etiquettes.**

Suggestive Readings:

- 1. English Grammar & Translation by K.P.Thakur.(Text Book)**
- 2. English Grammar by Wren & Martin.**
- 3 Business Communication.KK Sinha-Galgotia Publishing Company,N.Delhi.**
- 4. Professional Communication by Shikha Shukla.**

Trimester

Two

Trimester 2

Sr. No.	Subject Title	Subject Code
1	Organizational Behaviour	C 201
2	Management Accounting II	C 202
3	Financial Management	C 203
4	Quantitative Techniques	C 204
5	Consumer Behaviour	C 205
6	Business Environment	C 206

Organizational Behavior

Course Objective:

To enhance the understanding of the dynamics of interactions between individual and the organization. This syllabus will facilitate the students to diagnose and effectively handle human behavior issues in organizations and develop greater insight into their own behavior in interpersonal and group, team and situations.

Unit I (9 Sessions)

Concept of Organization: Introduction to organization, Need, Features, Types, Structure, Strategic Intent, Line and staff relationship. Introduction to OB: OB meaning and concept, Why study organizational behavior, Fundamentals of individual behavior, OB Models

Unit II (8 sessions)

Foundation of Group Behaviour: Group: Meaning, types, group dynamics, group cohesiveness, Meaning of Interpersonal Behaviour & Interpersonal skills, Transactional Analysis, Johari Window, FIRO – B, MBTI. Personality: Definition of personality, Determinants of Personality, types of personality. Personal effectiveness. Attitudes: Meaning, Types, Components, Theory of attitude formation and attitude change.

Unit III (9 sessions)

Motivation: Meaning & definition, Content Theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory. Perception: Meaning, process, principles and perceptual errors, managerial & behavioural applications of perception.

Unit IV (8 sessions)

Leadership: leadership definition, types of leaders and leadership styles, traits and qualities of effective leader, trait theory, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team Development, Likert's Four Systems of Leadership and Managerial Grid. Learning: Meaning, concept, features, theories of learning

Unit V (6 Hours)

Organizational Change: Meaning of organizational change, approaches to managing Organizational change, creating a culture for change, implementing the change, Kurt Lewin Model of change.

Suggested Readings:

1. Stephen P. Robbins, "Organizational Behaviour", 12th Edition, Prentice Hall (Text Book)
2. Fred Luthans, "Organizational Behaviour", 12th Edition, McGraw Hill International Edition
3. Aswathappa K, "Organizational Behaviour (Text, Cases and Games)", Himalaya Publication
4. Udai Pareek, "Organizational Behavior", Oxford University Press

Management Accounting II

Course Objectives:

Following Management Accounting I syllabus, the aim now is for the student to develop its culture in this specific area of business management, articulating the skills acquired with Management Accounting II course contents. Promoting a reflection on the use of information for planning, analysis and control the activity of the organization.

Unit I (8 Sessions)

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis; **Cash Flow Statement:** Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

Unit II (8 Sessions)

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.

Unit III (8 Sessions)

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc. **Standard Costing:** Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Unit IV (10 Sessions)

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

Unit V (6 Sessions)

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing : concept, types & importance ; *Neo Concepts for Decision Making*: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

Suggested Readings:

- 1. Pandey I M-Management Accounting (Vikas, 2004, 3rd Ed.) (Text Book)**
- 2. Vij-Management Accounting (Excel Books)**
- 3. Balakrishnan_ Managerial Accounting (Wiley Dreamtech)**
- 4. Alex–Cost Accounting (Pearson)**
- 5. Khan and Jain-Management Accounting (Tata McGraw-Hill, 2000)**
- 6. Sinha-Accounting and Costing for Management (Excel Books)**
- 7. Horngren et al-Introduction to Management Accounting (Prentice hall, 2002, 12th edition)**

Financial Management

Course Objective:

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

Unit I (8 Sessions)

***Introduction*: Meaning, Functions & Objectives of Financial Management; Concept of Finance, scope and objectives of finance, Functions of Finance Manager in Modern Age, Financial decision making areas, Time Value of Money, Risk and Return Analysis. Sources of finance in India: short term and long term sources of finance- Leasing & Hire purchase, Venture Capital Financing, Raising of Foreign Capital:**

Unit II (8 Sessions)

***Working Capital Decision*: Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables; Introduction to Working Capital Financing.**

Unit III (8 Sessions)

Dividend Decision: Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision.

Unit IV (8 Sessions)

Sources of Finance: Potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; Concept and Approaches of capital structure decision : NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

Unit V (8 Sessions)

Capital Budgeting Decisions (Investment Decision): Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage along with implications; EBIT-EPS Analysis & Indifference Points.

Project exercise: NCFM Financial market Beginners module

Suggested Readings:

1. Pandey I M - Financial Management (Vikas, 2004, 10th Ed.) (text book)
2. Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
3. Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004)
4. Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education, 2004)
5. R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised Ed.)

Quantitative Techniques

Course Objective:

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

UNIT I (8 Sessions)

Quantitative decision-making – An overview, Matrix algebra and applications, Collection of data, Presentation of data, Measures of Central Tendency, Measures of Dispersion, Skewness and Kurtosis.

UNIT II (8 Sessions)

Correlation, Regression, Concept of multiple and partial correlation and regression

UNIT III (8 Sessions)

PROBABILITY AND PROBABILITY DISTRIBUTIONS: Basic concepts of probability, Binomial, Poisson and Normal Distributions.

UNIT IV (10 Sessions)

SAMPLING AND SAMPLING DISTRIBUTIONS: Sampling methods, sampling distributions, Association of Attributes, Testing of Hypothesis, Interval and point estimation, Z-test, t-test, F-test, Chi Square Test, ANOVA, Non-parametric tests.

UNIT V (6 Sessions)

FORECASTING METHODS: Business forecasting, Time Series Analysis, Index Numbers, SPSS.

Suggested Readings:

1. **Business Statistics: J. K. Sharma, Pearson 2011 (Text Book)**
2. **Statistics for Management: Levin and Rubin**
3. **Fundamental of Statistics: D. L. Elhans**
4. **Business Statistics: M. P. Gupta**

Consumer Behaviour

Course Objective:

Objective of this course on Consumer Behavior and Customer Loyalty is to present a comprehensive coverage of the subject with examples from the Indian Scenario. This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies

Unit I (10 Sessions)

Consumer decision and choice making process. Consumer, customer and the decision process- information processing motivation and involvement; attitude; personality and self-concept; perception, learning and memory; cultural and sub-cultural influences; social-class and. social group influences; family, personal and other influences. (Choice-making- choice heuristics; situational influences on the purchase process- physical and social surroundings, task definition, temporal factors and antecedent states; non-store buying. Post-purchase behavior marketers response strategies, Personality and psychographics- definition of personality; theories of personality- Freudian, trait and factor, self concept; psychographics/ AIO, Contemporary trends in consumer behavior in context of modern retailing and e- trading case studies.

Unit II (8 sessions)

Consumer behavior in marketing - marketing opportunities and target markets; marketing-mix, Lifestyle marketing- Characteristics of lifestyle; influence of lifestyle on consumer behavior; types of lifestyle, VALS system of classification- Positioning and repositioning of products. Global/cross-cultural diversity in consumer behavior. Case studies

Unit III (6 Sessions)

Attitude Development: Attitude development in buying decisions- product attributes; importance weights; brand beliefs; attitude and evaluation of alternatives- utilitarian, ego-defensive and value-expressive function of attitude. Case studies

Unit IV (8 sessions)

Organizational behavior in relation to buying and Post-purchase : Organizational buying-organizational customers; influences on organizational buying - environmental, organizational, interpersonal and individual factors; perceived risk; organizational-buying situation; organizational-buying-behavior models; selection of suppliers, Problem recognition- marketing efforts; information load; sources of information . Case studies

Unit V (8 sessions)

The family as a consuming unit- consumer factors; influencing factors; stages in family decision-making; dynamics of family decision-making; family life- cycle- consumption pattern in different stages, Social and cultural influences- Social classes; social influences on buying behavior; functions and types of reference groups; types of social Power; influence of reference groups on products and brands; opinion leadership; cultural factors - internal mental and external material culture. Overview of models of consumer buying. Case studies

Suggested Readings

1. L. G. Schiffman, L. L. Kanuk, & S. R. Kumar: Consumer Behavior, Pearson Education Inc.(Text Book)
2. Kazmi & Batra- Consumer Behaviour (ExcelBooks)
3. Henry A.: Consumer Behavior and Marketing Action, Thomson Asia Pte Ltd.
4. M. Evans, A. Jamal, & G. Foxall : Consumer Behavior, John Wiley & Sons LTD.
5. M. Khan: Consumer Behavior, New Age International Publishers.
6. D. L. Loudon, J. Albert Della Bitta: Consumer Behavior; Concepts and Applications, Tata McGraw Hill Publishing Company Limited.

Business Environment

Course Objective

The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations.

UNIT I (6 Sessions)

Business Environment - Meaning, Importance, Environmental Factors, Recent Political Environment, Recent Economic and Financial Environment, Planning In India - Planning Commission - Liberalization and Planning, Industrial Policy: New trade policy – 1991 onwards, Industrial Licensing in India, Types of economies in the world.

UNIT II (10 Sessions)

Indian Financial System : Monetary And Fiscal Policy, Economic Trends, Price Policy, Stock Exchange Of India, Role of regulatory institutions in Indian financial system – RBI and SEBI, National Income, Role of Industry in Economic Development, Foreign Trade and Balance of Payment, Poverty in India, Unemployment in India, Inflation, Human Development, Rural Development, Problems of Growth

UNIT III (6 Sessions)

Direct & Indirect Taxes (MODVAT),(CENVAT),Competition Act 2002 & FEMA Acts, Business Ethics, Corporate Governance, Philosophy and strategy of planning in India.

UNIT IV (6 Sessions)

Liberalization, Privatization and Disinvestments, Special Economic Zone (SEZ) and their role and impact in International Business Environment, World Trade Organization (WTO), Redefining Value Proposition to MSMEs

UNIT V (12 Sessions)

Social Responsibility of business enterprises, New Economic Policy, Globalization, EXIM policy and role of EXIM bank, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness, technology and competitive advantage, technology transfer - importance and types, Appropriate technology and technology adaptation.

Suggested Readings:

- 1. Francis Cherunilam–Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition) (Text Book).**
- 2. Shaikh & Saleem- Business Environment (Pearson, 2nd Edition)**
- 3. Mittal - Business Environment (Excel Books).**
- 4. V. Neelamegam – Business Environment (Vrinda Publications, 2nd Edition)**
- 5. Fernando - Business Environment (Prentice hall)**
- 6. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).**

Trimester

Three

Trimester 3

Sr. No.	Subject Title	Subject Code
1	Business Law	C 301
2	Human Resource Management	C 302
3	Research Methodology	C 303
4	Operations Research	C 304
5	Insurance And Risk Management	C 305
6	IBEC*	C106

Business Law

Course Objective:

The present course aims at familiarizing the participants with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge , time tested principles, basic concepts, emerging ideas, evolving theories, latest technique , ever changing procedures & practices in the field of Law in a comprehensive way .

UNIT I (8 Sessions)

The Indian Contract Act, 1872:

Definition of Contract and its essentials. Formation of a valid Contract-Offer and Acceptance, Consideration, Capacity of Contract, Free consent, Legality of object, Discharge of a Contract by performance, Breach and Damages for breach of a contract, Quasi Contracts. Special Contracts: Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency

Case Reference: Harbhajan Lal vs. Harcharan Lal (AIR All 539)

UNIT II (8 Sessions)

Information Technology Act, 2000: Digital Signature, Overview of technology involved, Certifying Authorities, Appellate and Tribunals

Case Reference: Sanjay Kumar vs. State Of Haryana on 10th Jan, 2013.

Consumer Protection Act, 1986: Introduction, Consumer complaints- Machinery and Process, Consumer Disputes Redressal Machinery. Case Reference: New India Assurance Company Limited v Abhilash Jewellery [III (2009) CPJ 2 (SC)]

UNIT III (8 Sessions)

Sale of Goods Act, 1930: contract of sale and Agreement to sale, Rights of unpaid Seller, Doctrine of Caveat Emptor. Case Reference: Baldry vs. Marshall

The Indian Partnership Act, 1932: The Law of Partnership, Nature of Partners, Registration of Firms, Duties and Liability of Partners, Dissolution of Firm.

Case Reference: Shivaram vs. Gauri Shankar

UNIT IV (8 Sessions)

The Negotiable Instrument Act, 1881: Types of instrument, Promissory Note, bill of exchange, Cheque, Holder in due course, Dishonor of instruments.

Case Reference: Sarjoo Prasad vs. Ramapayari Debi.

UNIT V (8 Sessions)

The Companies Act 2013: Nature and Definition of a Company, Registration and incorporation. Types of Company, Memorandum of Association, Article of Association, Appointments of Directors, Board of Director, Remuneration of Directors, Shares and Debentures, Types of Company, Memorandum and Articles of Association, Prevention of oppression and Mismanagement, Winding Up. Case: Salomon v Salomon & Co Ltd.1896

Suggested Readings

1. Kuchhal M.C. - Business Law (Vikas Publication, 5th Edition) [Text Book]
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7 th Edition).
4. N.D Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons)
5. Durga Das Basu- Constitution of India (Prentice Hall of India)
6. Relevant Acts

Human Resource Management

Course Objectives

In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as to how to use Human Resource as a tool to implement strategies.

Unit I (6 Sessions)

Essentials of HRM: Nature of HRM, Scope, functions and importance of HRM, HRM vs.HRD, SHRM: Introduction, characteristics and scope of SHRM, SHRM vs. Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, HRM linkage with TQM & productivity.

Unit II (8 sessions)

Human Resource Planning and Employee Hiring: Nature and concept of Human Resource Planning, Features, Demand forecasting for manpower planning, HR supply forecasting, factors influencing HRP, Job Analysis: Job Description, Job Specification, Employee hiring- Nature of Recruitment, Sources of recruitment, Employee selection, process of employee selection, recent trends in recruitment.

Unit III (8 Sessions)

Employee Training & Development: Nature and importance of Training, methods and types of training, promotion, transfer, demotion and separation, **Performance Appraisal:** Meaning and types of appraisal, **Job Evaluation:** Meaning and methods of job evaluation.

Unit IV (10 Sessions)

Compensation Management: Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management.

Unit V (8 Hours)

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure. **Industrial Relations:** Nature, importance and approaches of Industrial Relations. **Promotion, Transfer and Separation:** Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

Employee Safety/ Health and International Human Resource Management: Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

Suggested Readings:

1. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.) (Text Book).
2. Dessler – Human Resource Management (Pearson Education, 13th Ed)
3. Decenzo- Human Resource Management (Wiley Dreamtech)

Research Methodology

Course Objective:

The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports.

UNIT I (8 Sessions)

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers. **Process of Research:** Steps Involved in Research Process.

UNIT II (10 Sessions)

Research design: meaning and significance, criteria of a good research design. **Research problem:** defining a problem, **Data collection methods-** Primary data – observation method, personal interview, telephonic interview, mail survey, questionnaire, **Secondary data-** internal sources of data, external sources of data.

UNIT III (8 Sessions)

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Preparation of Questionnaire, Types of Questions, Sequencing of Questions, Precautions in Preparation of Questionnaire.

UNIT IV (8 Sessions)

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA), Measurement of Central Tendency, Measure of Dispersion and their Advantages, Chi Square test, Z test.

UNIT V (6 Sessions)

Report Preparation: Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Suggested Readings:

- 1. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers)Text Book**
- 2. Saunders - Research Methods for Business students (Prentice hall, 2nd Edition, 2007)**
- 3. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9th Edition)**
- 4. Marketing Research Text and Cases Harper W. Boyd, Ralph Westfull and Stanley F. Stasch AITBS, Delhi.(Text Book)**
- 5. Bhattacharyya-Research Methodology(Excel Books)**
- 6. Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)**
- 7. Marketing Research, 4th ed. /by Beri. – TMH, 2010.**

Operations Research

Course Objective:

This Course is designed to develop a deeper understanding of the quantitative techniques, which could be successfully used for improving the quality of managerial decisions. The students will study this course with a generalist approach and avoid the minor details of the topics prescribed hereunder:

UNIT I (11 Sessions)

Introduction: Definition of OR; application of OR in managerial decision-making. Linear programming: Mathematical formulations of LP Models; graphical and simplex method of solving LP problems; duality; sensitivity analysis. Transportation Model. Assignment Model: Algorithm, applications.

UNIT II (8 Sessions)

Decision Theory: Decision-making under certainty, uncertainty and risk; Decision tree approach and its applications. Game Theory: Concept of game; Two-person zero-sum game; Pure Strategy Games; Principle of Dominance; Methods for solving Mixed Strategy Games.

UNIT III (8 Sessions)

Sequencing Problem: Johnson's Algorithm for n Jobs and Two machines, n Jobs and Three Machines, n jobs and m Machines. Queuing Theory: M/M/I Queue model.

UNIT IV (8 Sessions)

Project Management: Rules for drawing network diagrams; Critical Path Method (CPM), Programme Evaluation Review Techniques (PERT); Difference and similarities between CPM and PERT, Crashing.

UNIT V (5 Sessions)

Replacement Problem (without time value of money), Replacement Theory (With Time value of Money), Simulation, Monte Carlo Techniques, Computer-based optimisation techniques, TORA.

SUGGESTED READINGS:

- 1. J. K. Sharma: Operations Research Text and Applications (Mac Millan 4th Edition) (Text Book)**
- 2. Apte - Operation Research and Quantitative Techniques (Excel Books)**
- 3. Natarajan - Operation Research(Pearson)**
- 4. Singh & Kumar — Operation Research(UDH Publisher edition 2013)**
- 5. Taha Hamdy - Operations Research - An Introduction (Prentice - Hall, 9th edition)**
- 6. Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition)**
- 7. N D Vohra – Quantitative Techniques in Management, TMH, latest Edition**

Insurance and Risk Management

Course Objective:

The course aims at providing the students a comprehensive knowledge on insurance and risk management, its operations and regulatory environment. After studying this paper Students are able to describe the insurance market, market participants, and roles of market participants, explain the purpose, structure, and functions of insurance regulation in India.

Unit 1 (8 Sessions)

Introduction to Insurance, Basics of Insurance, Recent trends about Insurance, Functions & Principles of Insurance, Scope & Growth of Insurance, Insurance Organizations & Companies of India,

Unit II (8 Sessions)

Classification of Insurance, Essentials of an Insurance Contract, Types of Insurance Marine Insurance, Fire Insurance & General Insurance.

Unit III (8 Sessions)

Introduction to Life Insurance, Procedure of taking Life Insurance, Key Parameters of an Life Insurance Policy Bond (Explanation), IRDA and its guidelines. Types of life insurance

Unit IV (8 Sessions)

Live Case Studies with presentations on Life Insurance Companies on the basis of:

- **SIP**
- **Effective Recruitment of Advisors**
- **Comparison of various ULIP plan with respect to Allocation charges, Partial Withdrawal, Surrender Charges etc.**
- **Insurance V/S Investment**

Unit V (8 Sessions)

Introduction and basics of Risk, Basic categories of Risk, Objectives of Risk management, Types of Pure Risk, Risk Management, Risk Management Process, Enterprise Risk Management (ERM) and its future market, Case Study base on ERM

Suggested Readings:

1. **Neelam Gulati-Principles of Risk Management& Insurance (Excel Books) (Text Book)**
2. **Kakkar& Srivastava– Insurance and Risk Management (Universities Press)**
3. **Vaughan & Vaughan-Fundamentals of risk & Insurance (John Wiley & Sons, New York)**
4. **Srivastava D.C., Srivastava Shashank-Indian Insurance Industry Transition & Prospects (New Century Publications, Delhi)**
5. **Mishra M.N.-Insurance Principle & Practice (Sultan Chand & Company Ltd., New Delhi)**

International Business English Communication

Course Objective:

The course is aimed at equipping the students with necessary techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs. The main aim is: To help them acquire skills in handling day-to-day responsibilities such as making speeches, designing and delivering presentations, writing letters, circulars, memos, minutes of meeting and reports.

To understand the nuances of effective communication and significance of oral, visual, audio-visual forms of communication. To understand the significance of body language. To understand the importance of inter-personal communication in an organization to develop confidence and acquire skills to project a positive image of self.

Unit I (8 Sessions)

Communication in Business, Introduction to managerial communication, Meaning, Importance & objectives of Communication - Forms of Communication - Process of Communication - Principles of Communication - Barriers and facilitators in communication, Difference between Oral & Written Communication., Communication Network of the Organization.

Unit II (8 Sessions)

Oral Communication Fundamentals of Oral Communication - Gateways in Communication - Listening & Feedback. Public Speaking and Presentation - Persuasive Communication. Managerial speeches - Principles of Effective Speech & Presentations. Technical & Non-technical presentations. Speech of introduction, speech of thanks occasional speech, theme speech. , Nonverbal communication- Body Language, Gestures, Postures, Facial Expressions, significance of dress code

Unit III (8 Sessions)

Principles of written Communication 7cs of written communication, Report writing, Business letters Composing Business Messages, Style and Tone - Five Ws and one H of Report Writing., Types of Business Reports, paragraph writing, organization reports by individual and by committee.

Unit IV (8 Sessions)

Introduction to managerial writing Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgments Executions, Complaints, Claims & adjustments, Collection letter, Banking correspondence, Agency correspondence, Report writing.

Unit V (8 Sessions)

Applications

Writing a Covering Letter, Interview Letters, Letter of Reference, Inter-office memos, minutes, Circulars & notices.

Suggestive Reading:

- 1. Business Communication.KK Sinha-Galgotia Publishing Company,N.Delhi.Text Book.**
- 2. Professional Communication by Shikha Shukla.**

Trimester

Four

Trimester 4

Sr. No.	Subject Title	Subject Code
1	Sales And Distribution Management	MK01
2	Management Information System	C 401
3	Materials and Machine Management	C402
4	Project Management	C 403
5	(a) HR: Human Resource Development	HRM01
	(b) Fin : Security Analysis And Portfolio Management	FM01
	(c)IT : Database Management System	IT01
	(d) RM: Economics for Rural Development& Entrepreneurship	RD01
	(e) IB: International Marketing Management	IB01
6	Summer Training	ST01
7	Professional Proficiency	PP04

Sales and Distribution Management

Course Objective

The purpose of this subject is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and managing sales force and marketing channels.

Unit I (8 Sessions)

Selling as a part of marketing, Personal selling, The selling process: Pre-sale preparation, Opening, Development of Sale, Canalizing the buying criteria', Proposing a solution, Elimination doubts and handling objections, Closing a sale, Post-sale follow-up. Case studies

Unit II (8 Sessions)

Recruitment & selection of Sales Force, Size and Design of the Sales Force, Compensating and Motivating the Sales Force, & Controlling the Sales Force, Training Distributor's Sales Team. Case studies

Unit III (8 Sessions)

Analyzing Market Demand & Sales Potential, Designing & managing sales territories, Primary sales analysis, Tertiary Sales Analysis, Collection Status Analysis, Retail sales analysis, Productivity analysis Daily sales and collection report. Case studies

Unit IV (8 Sessions)

Sales and Distribution go together- Sales in relation to distribution, channel management, channel objective and distribution, joint decision making, sales displays, motivating the

retailer, Distribution, sales and supply chain management Policies, Types of channels & their functions, Designing and developing channel network, ROI. Case studies

Unit V (8 Sessions)

Selection, Motivation and Control of Intermediaries, Distributor appointment, retail coverage, retailing norms, Channel Evaluation, Warehouse Location, Logistics & Supply Chain, channel conflict & Resolution. Case studies

Suggested Readings

1. S L Gupta, Sales and Distribution Management- Text & Cases, Second Edition, Excel Books (Text Book)
2. Jobber David and Lancaster Geoff -Selling and Sales Management (Pearson Education)
3. Spiro - Sales Force Management (Tata Mc Graw Hill, 11thEd.)
4. Still Richard R, Cundiff Edward W. and Govoni Norman A.P -Sales Management: Decisions, Strategies and Cases (Pearson Education, 5thEd.)
5. Rosenbloom-Marketing Channels (Cengage Learning, 7thEd.)

Management Information System

Course Objective:

The objective of the course is to understand the evolution of computer-based information systems, the types of information systems that are needed to support the various levels of a business enterprise; and the process of analyzing, designing, and developing an information system. This course provides an overview of information systems in the business world. It presents an organizational view of how to use information technology to create competitive firms, manage global organizations, and provide useful products and services to customers.

UNIT I (7 sessions)

The meaning and role of MIS: What is MIS? Systems approach, the systems view of business, MIS organization within the company, Managers view of Information systems.

UNIT II (7 sessions)

Management organizational theory and the systems approach Development of organizational theory, management and organizational behavior, management, information, and the systems approach , using Information systems for feedback.

UNIT III (8 sessions)

Information systems for decision making : Evolution of an information system, Basic information systems, decision making and MIS, Simons Decision making Model, MIS as a

technique for making programmed decisions, decision assisting information systems, Communication systems basics, Decision Support System.

UNIT IV (8 sessions)

Strategic and project planning for MIS: General business planning, appropriate MIS response, MIS planning-general, MIS planning-details, Web Based MIS, Applications of information systems to business.

UNIT V (10 sessions)

Conceptual system design: Define the problems, set system objectives, establish system constraints, determine information needs, determine information sources, develop alternative conceptual designs and select one, document the system concept, prepare the conceptual design report, Detailed system design, Implementation, evaluation and maintenance of the MIS, Pitfalls in MIS development: Fundamental weaknesses, design problems, Security and ethical issues of information systems.

Suggested Readings:

1. O'Brien James A. - Management Information System (Tata Mc Graw Hill, 6th Ed.) (Text Book)
2. Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1st Ed.)
3. Jawedkar W S - Management Information System (Tata Mc Graw Hill, 3rd Ed.)
4. Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1st Ed.)
5. Davis & Olson – Management Information System (TMH, 2nd Ed.)
6. Murdick, Ross, Claggett – Information System For Modern Management (PHI, 3rd Ed.)
7. Stair & Reynolds – Fundamentals of Information Systems (Thompson, 2nd Ed.)

Material and Machine Management

Course Objective

The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation. .

UNIT I (7 Sessions)

Managing Operations –Introduction, Operations management, Examples of Operation Function Operations strategy & Competitiveness.

UNIT II (8 Sessions)

Planning & designing conversion, Forecasting Designing Products, process and services Operations capacity Locating Production and layout.

UNIT III (8 Sessions)

Organizing conversion system, Job design, Production and operations standards ,Work measurement, Project management

UNIT IV (8 Sessions)

Scheduling systems, Aggregate Planning, Operations scheduling, Inventory Control fundamentals, Inventory Control applications Material Requirement Planning .

UNIT V (9 Sessions)

Managing for quality, Quality analysis and control ,Conversion process in change, SQC, 7 QC tools , TQM, JIT, KAIZEN ,ISO -9000 certification , Indian Standard Specification .

Suggested Readings:

- 1. Everett E.Adam,Jr Ronald J Ebert – Production and Operations Management - (Prentice-Hall, 2000, 5th Edition) Text Book**
- 2. Gopalkrishnan p. and Sundaresan-Material management.(PHI)**
- 3. Bedi Kanishka Production and Operation management 2015 Oxford University press**
- 4. R.V.Badi & N.V. Badi - Production & Operation Management (Vrinda Publications 3rdEdition)**
- 5. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)**
- 6. Krishnan Dr. Gopal - Material Management, (Pearson,New Delhi, 5th Ed.)**
- 7. Bhat K. Shridhara-Operations management,2011 Himalaya Publishing House**

Project Management

Course Objective:

The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for the project appraisal; and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

Unit I (8 Sessions)

Project Decision – Conceptual overview, Area of Project Decision/ Types of projects, Capital Budgeting Process: Overview – Project Planning, Project Appraisal/ Analysis, Project Selection, Project Implementation, Project Review.

Unit II (8 sessions)

Project Planning – Generation OF Idea, Preliminary Screening, Project Appraisal/ Analysis: Overview - Market Analysis, Technical Analysis, Economic Analysis, Ecological Analysis.

Unit III (6 sessions)

Relevancy of Project Management in corporate restructuring, Feasibility Report: Contents of Feasibility Report, Networking – PERT, CPM.

Unit IV (8 sessions)

Financial Analysis: Estimate of overall cost of project, estimate of sales & production, estimate of cost or production, working capital requirements and its financing, profitability projections, (Estimate of working capital requirements). Estimate of BEP(Break Even Point)

Unit V (10 sessions)

Project Selection: Estimate of Overall Cost of Capital: Cost of Specific Sources – equity, debentures, preference capital, retained earnings and loan, Exercises, Developing project cash flow for next 3/5/10 YEARS, Exercises, Applying Appraisal Criterion, Non Discounting: PBP, ARR, Exercises, Discounting, NPV, BCR, IRR, Exercises, Risk Analysis, Types of Measure of Project Sensitivity Analysis, Standard Deviation Method, Selection.

Suggested Readings:

- 1. Chandra Prasanna – Project: Preparation, Appraisal, Budgeting and Implementation. (TMH, 5TH Edition) – Text Book**
- 2. Mishra – Project Management(Excel Books)**
- 3. Goyal BB – Project Management: A Development Perspective (Deep & Deep)**
- 4. Gopalan – Project Management Core Text Book (Wiley)**

Human Resource Development

Course Objective:

The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

Unit I (8 Sessions)

HRD Definition & Overview Need of HRD, Relationship between Human Resource Management and Human Resource Development, HRD Mechanisms, Processes and Outcomes, Challenges in HRD.

(Case study)

Unit II (8 sessions)

Issues in HRD, Instruments in HRD, Strategies of HRD, HRD Culture and HRD Climate: Definition, Elements, Contributing factors, Organizational climate, Survey. (Case study)

Unit III (6 sessions)

Forms of HRD Organization, HRD Department and its Tasks, Competencies required for HRD and their Development, National Vs International HRD. (Case study)

Unit IV (8 sessions)

HRD Matrix, Role of line managers in HRD, Systems of HRD and role of line managers, Task Analysis: Definition, Procedural steps, Uses, A supervisory tool, Motivation & HRD (Case study)

Unit V (10 sessions)

Role Efficacy, Promoting work motivation through HRD Systems, Developmental supervision: Concept, Supervisory styles, Power, Empowerment, and Supervisory Control, Managing Dissatisfaction, Frustration and Stress, Counselling and Mentoring: Concept, Objectives, and Processes (Case study)

Suggested Readings:

5. R. Krishnaveni, Human Resource Development (Text Book)
6. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
7. Mankin, D., Human resource development, Oxford University Press India.
8. Haldar, U. K., Human resource development, Oxford University Press India.
9. Rao, T.V., Future of HRD, Macmillan Publishers India.
10. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications

Database Management System

Course Objective:

The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations. It provides the students an opportunity to study the hands-on implementation of a database in corporate environment.

Unit I (8 Sessions)

Introduction to Database; Organisation of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

Unit II (6 Sessions)

Relational Database Design : Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes;

Unit III (6 Sessions)

Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

Unit IV (12 Sessions)

Structured Query Language, Oracle-Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences. PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.

Unit V (8 Sessions)

Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

Suggested Readings

- 1. Chakrabarti-Advance Database Management System (Wiley Dreamtech)**
- 2. Beynon-Davies P-Database Systems (Palgrave, 2003)**
- 3. Karthikeyan Understanding Database Management System (Acme Learning)**
- 4. Hoffer-Modern Database Management (Pearson Education, 6th edition)**
- 5. Alexis and Leon-Database Management System (Vikas, 2003.)**
- 6. Majumdar and Bhattacharya-Database Management System (Tata Mc Graw Hill, 1996).**
- 7. Navathe E-Fundamentals of Database Systems (Pearson Education, 3rd Ed.)**

Economics for Rural Development and Entrepreneurship

Course Objective:

To enable students to understand about the rural realities.To develop sensitivity and commitment for working with rural communities. To provide knowledge on the government and voluntary efforts towards rural community development. To equip students with specific skills and techniques of working with rural communities.

Unit I: Economics and Rural development

Concepts and dimensions, Understanding the concepts of Development ,Theories of development in the context of Rural Development, Indicators of Development &Rural Development and their measurements. , Recent advances in Rural Development Theories, Concept of sustainable rural development

Unit II: Basic Economic Theories for Rural Development.

Elements of Micro Economics Theories of consumption and production, factors of production Concept of Market and its structure. Elements of Macro Economics. Concepts of nationalincome, theories of employment and output Saving and capital formation—classical and Keynesian analysis, Characteristics of underdevelopment ,Strategies of development—balanced-unbalanced growth, theory of big push, critical minimum efforts etc.

Unit III: Rural Development in India

Rural Development Strategy-Meaning and elements of rural development; Role of Agriculture in Indian Economy, New agricultural strategy, Green revolution, Recent trends in agricultural growth in India, Rural Development Programmes: BharatNirman;NREG;NRHM;ICDS;Rural water supply;Sanitation housing programme.

Unit IV: Entrepreneurship

Entrepreneur characteristics – Classification of Entrepreneurships – Incorporation of Business – Forms of Business organizations –Role of Entrepreneurship in economic development – Start-ups.

Unit V: Idea Generation and Opportunity Assessment

Ideas in Entrepreneurships – Sources of New Ideas – Techniques for generating ideas – Opportunity Recognition – Steps in tapping opportunities. Project Formulation and Appraisal

International Marketing Management

Course Objective:

This course is designed to provide the students with a framework within which international marketing operations can be analyzed, understood, and undertaken. The emphasis is on understanding diverse cultural, social and economic contexts in which consumption practices occur, and on translating this knowledge into actionable marketing strategies and practices.

UNIT I (8 Sessions)

Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Competitive or differential advantage, MNCs and TNCs, Benefits of international marketing. Case Studies

UNIT II (8 Sessions)

International Marketing Planning - International Marketing Research and Information System, Global Segmentation, Targeting and Positioning, International Market Analysis & Foreign Market Entry Strategies. Case Studies

UNIT III (8 Sessions)

Products: Introduction, National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, Branding and Packaging Decisions, , Marketing of Services, Pricing Strategies, Terms of Sale and Payment, International Pricing Strategies .Case Studies

UNIT IV (8 Sessions)

Distribution & promotion strategies: Channels of Distribution, Physical Distribution, International marketing communication–communication with foreign buyers, planning and preparing- international promotion programme, Media structure and media strategy, Advertising, Personal Selling, Publicity Sales Promotions and other tools .Case Studies

UNIT V (8 Sessions)

Recent developments, Emerging Markets and Market Behaviour, Planning ,Organization and Control of International Marketing, The future of International Marketing, Global Marketing, strategies for India's Globalisation. Case Studies

Suggested Readings:

1. Varshney R.L, Bhattacharya B-International Marketing Management— An Indian
2. Perspective (Sultan Chand & Sons, 25th Revised Ed. 2015) (Text Book)
3. Onkvisit and John J- International Marketing: Analysis and Strategy, Prentice Hall.
4. Cateora, Gilly and Graham-International Marketing (McGraw Hill, 15th Ed.)
5. Albaum Duerr-International Marketing and Export management (Pearson, 7th Ed.)
6. Nargundkar-InternationalMarketing (Excel Books)

Trimester

Five

Trimester Five

Sr. No.	Subject Title	Subject Code
1	Business Policy and Strategic Management	C501
2	Retail Management	MK02
3	International Business and Trade	C 502
4	Rural Marketing	C 503
5	(e)HRM: Organizational Change And Development	HRM02
	(e) FM: Management of Financial Institutions and Services	FM02
	(e) IT : Management of Technology, Innovation & Change	IT02
	(e) RD :Rural Credit & Cooperatives	RD02
	(e) IB: International Logistics & Documentation	IB02
6	IBEC*	C506

Business Policy & Strategic Management

Course Objective

The present course aims at familiarizing the students with the concepts, tools and techniques of strategic management so as to enable them to develop analytical and conceptual skills.

Unit I (8 Sessions)

Business policy and strategy- An overview, concept and nature of business policy, concept of corporate strategies, Strategic Intent, Concept of corporate governance. Case Studies.

Unit II (8 Sessions)

Strategic Management and Planning, Process importance, Mckinsey's 7-S Framework, Strategic planning for Multinationals, Public Sector Enterprises, NGOs, Chaos Theory, Case Studies.

Unit III (10 Sessions)

Strategic formulation, Objectives and goals of organization, ETOP, Competitive analysis, Internal Environment Scanning, SAP analysis and Critical Success Factors, Mission and Vision statements, Assignments to assess the SWOT of different companies. Case Studies.

Unit IV (6 Sessions)

Strategy analysis and choice of strategy, Business level strategies, Generic, Cost Leadership, Focus, Differentiation, Evaluation of Alternatives and Selection of Strategies, Case Studies.

Unit V (8 Sessions)

BCG, Ansoff Model, GE Analysis, Implementing Strategy through Structure, Leadership and Culture, Technology in Strategic Planning, Corporate Social Responsibility in Strategic Planning. Case Studies

Suggested Reading

- 1. Kazmi A. - Business Policy and Strategic Management, 3rd Ed., Tata Mc Graw Hill, (Text Book)**
- 2. Kachru - Strategic Management: (Excel Books)**
- 3. Cliff Bowman - Business Policy and Strategy (Prentice Hall of India)**
- 4. Trehan- Strategic Management (Wiley)**
- 5. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)**
- 6. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)**

Retail Management

Course Objective

The objective of this course is to enrich learners' understanding of retailing, familiarizing them with the dynamism of retail practices and to provide a specialize platform for developing cutting edge skills in retail sector.

Unit I (8 Sessions)

Concept and evolution of Retailing, Characteristics of Retailing, Functions of retailing, Different Retail Formats, Organized retailing and its impact on Indian retail sector, Modern Trade and Retailing Role of technology in retailing, E-retailing, Total retailing experience. Case studies

Unit II (8 Sessions)

Choosing a Store Location, Store layout & design, Customer service, Relationship Management in retailing. Case studies

Unit III (8 Sessions)

Introduction to Retail Operations, Retail Supply Chain and Value Chain, Merchandising Management, Building retail organization: start up: standardize and full rollout. Case studies

Unit IV (8 Sessions)

Value of information visibility, Retail pricing, Role of Human resource in retail sector, Financial Strategy, Inventory Management in retail, Concept of service quality in retailing. Case studies

Unit V (8 Sessions)

Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological. Case studies

Suggested Readings:

- 1. Retail Management by Chetan Bajaj, Nidhi Varma Srivastava, and Rajneesh Tuli, 2nd edition, Oxford University Press (Textbook)**
- 2. Retail Management: A strategic Approach by Berman, Evans –Pearson Education**
- 3. Retail Management by Vedamani, Gibson, Jaico, 2006**
- 4. Retail Marketing by Pradhan, Swapna ,TMH, 3rd edition**
- 5. Retailing– An Introduction by Cox, Brittain, Pearson Education**

International Business and Trade

Course Objective

In the present economic scenario, world economies are more integrated and interdependent. Therefore it is mandatory for every management student to recognize the importance of international economic events. The course exposes the students to the strategies used by the firms to become and remain competitive in the global environment.

Unit I (8 Sessions)

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Managing Political Risk, Drivers to international trade, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization. Case Studies

Unit II (8 Sessions)

International Trade theories and their application: Introduction, Why do nations trade, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export restraints, Administrative Policy and Antidumping Policy. Case Studies

Unit III (8 Sessions)

Foreign Direct Investment, Entering Foreign Markets, Mode of Entry, Exchange rate Determination, Various types of Exchange Rate Regimes, other Factors Affecting Exchange Rates, Composition of India's Foreign trade. Case Studies

Unit IV (8 Sessions)

International Institution: World trade organization (WTO), World Bank, UNCTAD, IMF, Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in NAFTA, ASEAN, SAARC, BRICS and EU. Case Studies

Unit V (8 Sessions)

International Finance, Mode of Payment, Staffing Policy, Euro Markets, Export Documentation. Case Studies

Suggested Readings:

- 1. International Trade: 1st Ed. Dr. Pawan Kumar Oberoi, Global Vision Publishing (Text Book)**
- 2. International Business: 4th Ed., Aswathappa K., Tata McGraw Hill**
- 3. International Business: Concept, Environment and Strategy, 2nd Ed./Sharan V, Pearson**
- 4. International Business: Competing in the Global Market Place, 6th Ed./by Hill Charles W L, Jain Arun K., Tata McGraw Hill**
- 5. International Business, 1st Ed./By Joshi Rakesh Mohan, Oxford University Press**

Rural Marketing

Course Objective

The objective of this course is to enrich learners' understanding of rural market, familiarizing them with the dynamism of rural marketing and to provide a specialized platform for developing cutting edge skills in rural sector.

Unit I (8 Sessions)

Evolution of Rural Marketing, Definition, Objectives, Scope and Challenges of Rural Marketing, Rural business environment & Overview of Development in Rural India, Hierarchy of Rural Market Rural Market Index, Structure of Rural markets. Case studies

Unit II (8 Sessions)

Rural Consumer, Profile and behavior of rural consumer, Classification of Rural Consumer, Rural Marketing Mix, Services in Rural Marketing, Challenges in Marketing research & information gathering. Case studies

Unit III (8 Sessions)

Marketing Strategy for rural products, Rural Market Segmentation, Targeting, Positioning, Pricing of products in rural market. Case studies

Unit IV (8 Sessions)

Issues in Rural distribution and promotions, Rural logistics, Promotion Mix, an external & Non conventional media in rural areas. Case studies

Unit V (8 Sessions)

Marketing and sales of agriculture products, Rural financial system, Training (to Rural masses) for rural marketing, Rural models and case studies

Suggested Readings

- 1. Pradeep Kashyap and Siddhartha Raut, Rural Marketing (Text & Practice), 1st edition, Biztantra Series (Text Book)**
- 2. Jha, S.M. & Singh, L.P.: Marketing Management in Indian Perspective, Himalaya, Bombay**
- 3. Velayudhan – Rural Marketing (Sage)**
- 4. Mathur- Rural Marketing (Excel Books)**
- 5. Chopra- Marketing Management (Wiley Dreamtech)**

Organization Change and Development

Course Objective

The objective of the course is to provide a conceptual input of meaning, characteristics and influences of Organizations Development and change management. The course also intends to impart skill set through experiential learning. The course gives various theoretical frameworks in detail which provides comprehensive overview of human capital from the perspective of organizational excellence in the light of transitional phases of Indian Industries.

Unit I Change Management (9 sessions)

Why organizations change, factors causing and need for change, content and process Levers of change, Kurt Lewin theory of change, Managing Resistance to Change, Role of Change agents, Models and techniques involved in change management, Total quality Management, Business Reengineering.

Unit II Action Research (8 Sessions)

Introduction to Action Research, Concept, features, Importance of Action Research, AR as a process and its Approach.

Unit III Organizational Development (9 sessions)

Nature, basic assumptions, Characteristics and techniques, Historical framework of OD, The Lab Training stem, The survey Research and feedback stem, The Action Research stem, Steps involved in OD, Factors affecting OD, Role of Managers.

Unit IV OD Interventions and its typology (8 sessions)

Team interventions; inter group interventions, Structural interventions, comprehensive interventions Issues in client – Consultant Relationship

Interventions designed at Individuals, Dyads and triads, Teams and Groups.

Unit V Future of OD (6 sessions)

Changing values and cultural model, Theories of planned change, organizing for the future, Organizations as Learning system, Implication for future Managers.

Suggested Readings:

- 1. Organizational Change and Development, Thomas G. Cummings, Christopher G. Worley Thomson/South-Western, (2005) (Text Book)**
- 2. Organizational Change Edgar F. Huse West Publishing Company, (1980)**
- 3. Organizational Development: Behavioral Science Interventions for Organization Improvement Wendell L. French, Cecil Bell Prentice Hall, (1999)**

Management of financial institutions & services

Course Objective

The present course aims at familiarizing the participants with objectives, strategies, policies and practices of major financial institutions in India and various financial services.

Unit I (08 Sessions)

Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

Unit II (08 Sessions)

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non-performing assets, Strategies for making commercial banks viable.

Unit III (08 Sessions)

Securitization: concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitization in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions NBFCs - Their status, types, working and strategies for commercial viability ; Insurance organizations - Their status, types, working and strategies for commercial viability.

Unit IV (08 Sessions)

Leasing and Hire Purchase: Industry. Size and scope. Parties involved Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and

implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each. Credit Rating

Unit V (08 Sessions)

Microfinance- definition, evolution and character of microfinance in India, microfinance delivery models-partnership models, government's role, Financing of MFIs by banks, role of NGOs & SHGs, Legal & regulatory framework, micro insurance.

Suggested Readings:

1. N.K Gupta, Monika Chopra- Financial market –Institutions and Services. (text book)
2. Khan M Y - Financial Services (Tata Mc Graw Hill, 1998)
3. Gurusamy R - Financial Services & Markets (Thomson, 1st Ed.)
4. Parameswaran- Fundamentals of Financial Instruments (Wiley India)

Management of Technology, Innovation and Change

Course Objectives

This course is designed to help students to understand the importance of managing technology, innovation and change at the firm's level and also at the national level.

Unit I

Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.

Unit II

Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations.

Unit III

Innovations Management: Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management.

Unit IV

Creative and Lateral Thinking Management: Thinking, Creative Thinking, and Problem Solving, Managing Lateral Thinking.

Suggested Readings:

1. Hossein Bidgoli (2010). The Handbook of Technology Management (3 Volume Set), Wiley.
2. Larisa V. Shavinina(2003), The International Handbook of Innovation, First Edition, Elsevier Science, Permagon.

Reference Books:

- 1. Tushman, Michael L and Philip Anderson (2004). Managing Strategic Innovation and Change, 2nd Edition, Oxford University Press.**
- 2. Adair, John (2007). Leadership for Innovation, Kogan Page India Private Limited.**
- 3. Narayanan, V K. (2001). Managing Technology and Innovation for Competitive Advantage. Pearson Education.**
- 4. Frederick Betz (2003), Managing Technological Innovation, Competitive Advantage from change, Second Edition, John Wiley & Sons, Inc. , USA.**

Rural Credit and Cooperatives Syllabus

Course objective

The objective of this paper is to equip students to appreciate the role and importance of finance for development of economy and different forms, sources causes and constraints of rural finance and the available policy, alternatives to gear up rural economy by ensuring better rural financial institutions and facilities.

Unit I

Rural Credit: Definition ,Nature, scope, need and importance of rural finance, sources of rural credit, types rural credit, Institutional and non institutional credit, defects of non institutional credit, salient features and characteristics of rural finance.

Unit II

Development of cooperative banks in India with special reference to PACS, CCBs, LDBs. Rural financing through commercial banks- Policies and objectives before and after nationalization of banks, Branch expansion policy and programmes.

Unit III

Emergence of RRBs policy, objectives, functions, progress and achievements. Micro finance at small group level: concept, emergence, objectives and thrust areas. Case studies of recent success stories.

Unit IV

Management of small groups, cluster and federation from credit and trade perspectives. Role of facilitating agencies. Linkages between small group and cooperative Banks.

Unit V

Convergence of with development programmes and implementing departments of government. Withdrawal strategy for facilitating organizations.

Suggested Readings:

- 1. V S Somnath- Microfinance (Excel Books)**
- 2. Craig Churchill & Cheryl Frankiewicz-Making Microfinance Work**
- 3. Marguerite S. Robinson- The Microfinance Revolution (Kindle Edition)**

International Logistics and Documentation

Course Objective

The objective of the course is intended to learn export import documentation procedure, understanding the problems relating to export and imports and scenario of logistics worldwide.

Unit I (06 Sessions)

International Distribution system and Logistics – International marketing channel decision, importance and scope of channel decisions, channels between nations, international physical distribution decisions, nature of physical distribution

Unit II (10 Sessions)

Transportation – Importance of effective transportation system, service choices and their characteristics, cost characteristics and role fixation, In-company management vs. outsourcing, shipping structure – Sea borne trade, international shipping characteristics, important international sea routes, liner & tramp operations, liner freighting, CFC and ICD, Indian shipping – growth, policy and problems, major Indian ports, International Air Transport, freight rates, India's exports and imports by air – problems and prospects, Air cargo, types of Incoterms.

Unit III (08 Sessions)

Documentation - Naming the enterprise, forms of ownership, opening a bank account, Need for documentation, Process of obtaining Export and Import License:- general registrations, registrations with RBI, registration with Licensing authorities, registration with appropriate EPC/Commodity Board's. Main

Commercial documents: statutory documents for exporting country, statutory documents for importing country, and documents for claiming export benefits.

Unit IV (08 Sessions)

International Trade Terms – International Trade Terms – trade contract and trade terms, credit risk management and payment terms, LC & parties involved, types of LC, UCPDC – major clauses, consignment sale, transit risk management – contract of cargo insurance parties, Insurance policy and certificate, cargo loss clauses – procedure and documentation

Unit V (08 Sessions)

Clearance – excise duty – definition, types of duties, legal framework – central excise act and rules, tariffs, customs act 1962, customs tariffs act 1975, foreign trade act 1992, and physical examination of goods, EDI and custom operations

Suggested Readings:

1. Johnson J, Wood D- Contemporary Logistics.
2. Reji Ismail- Logistic Management (ExcelBooks)
3. Dornier- Global Operation & Logistic Management (John Wiley)

4. Khanna K K - Physical Distribution Management: Logistical Approach (Himalaya, 2007)
5. International Marketing Management by R. L. Varshney and Bhattacharya

International Business English Communication

Course Objective

The course aims at preparing the students for facing the interviews and updating the students on what corporate are looking from a fresher. It shall cover the harnessing of employability skills in the students in order to make them employable and present them professionally in the corporate world.

The process starts with drafting of resume and appearing confidently for facing the interview.

Unit I (8 Sessions)

1. Employability skills & Professionalism
2. What is Employability?
3. What the corporate looks for in fresh professional students?
4. Recent development in the Corporate Scenario.

Unit II (8 Sessions)

1. C. V. & Resume Writing.
2. Types of Resume.
3. Difference between CV & Resume.
4. Standard Resume format.
5. Career Objective.

Unit III (8 Session)

1. What is group discussion?
2. Do's & don't's for GD
3. GD topics.
4. Mock sessions GD

Unit IV (8 Sessions)

Frequently asked interview questions.

1. Why should we select you?
2. What do you know about our organization?
3. What are your Strengths?
4. What are your weaknesses?
5. What is your short term & long term plan?
6. Tell us something which is not mentioned in your resume.

Unit V(8 Sessions)

OFFICE MANAGEMENT.

1. Information Technology in Communication.
2. Internet, E-Mail, Video Conferencing, Skype. (Advantages & Limitations).
3. Filing of Documents.

Suggestive Readings:

1. **Business Communication, K K Sinha, Galgotia Publishing Company, N.Delhi. Text Book.**
2. **Internet Source.**

Trimester

Six

Trimester Six

Sr. No.	Subject Title	Subject Code
1	Entrepreneurship Development	C 601
2	Marketing of Services	MK03
3	Behavioural Finance	C 602
4	(e) HRM: Union Management and Industrial Relations	HRM03
	(e) FM: Tax Planning and Management	FM03
	(e) IT: Business System Analysis & Design	IT03
	(e) RD: Rural Management	RD03
	(e) IB: International Financial Management	IB03
5	Research Project Report	RPR01

Entrepreneurship Development

Course Objective

The objective of the section is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur.

Unit I

The Entrepreneurial Development Perspective: Concept of Entrepreneurship and Development, Conceptual models of entrepreneurship; Entrepreneur v/s Intrapreneurs, Entrepreneur v/s Entrepreneurship, Entrepreneurial leaders – Managers – Entrepreneur v/s Manager: Role of Entrepreneur in Indian economy and developing economies with reference to Self-employment Development, Types of entrepreneurship.

Cases

Unit II

Entrepreneurial characteristics – Attributes and Characteristics of successful Entrepreneur, attitudes – motivation. Entrepreneurial culture- Small business and corporate entrepreneurship–culture and competence- Building entrepreneurial organization. Entrepreneurial team – matching human resources needs and skills. Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs .

Cases

Unit III

Identifying business opportunities and planning for business service & production. Business promotion – process – stages – facilities and incentives; Creating Entrepreneurial Venture, Business Planning Process, Environmental Analysis – Search and Scanning; Identifying Problems Opportunities; Defining Business Idea- Product, Location & ownership; Stages in

starting the new venture, Feasibility Analysis- Marketing, Economical, Technical, Financial, Detailed Project Report.

Cases

Unit IV

Role of Central Govt. and State Govt. in Promoting Entrepreneurship and Developing SSIs, Institutions in the Entrepreneurship Development –SIDBI, IDBI, NABARD, SFCs(State financial Corporation) District Industries (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), SSI in U.P

Cases

Unit V

Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Family v/s Professional Entrepreneurship, Lessons from Successful Entrepreneurs.

Cases

Suggested Readings:

1. Vasant Desai- Dynamics of Entrepreneurship Development & Management (text book)
2. S. S Khanka- Entrepreneurial Development

MARKETING OF SERVICES

Course Objective

To provide an in depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. This course focuses on the key elements that marketers must integrate to establish and sustain service excellence and provide customer value.

Unit I (8 Sessions)

Introduction to Service concept, services marketing, Difference in goods and service in marketing, Unique characteristics of services, its marketing implications, Myths about services. Classification of services, Service marketing triangle. & Role of service in economy, International Scenario, Reasons for the growth of service sector, Role of IT, Service marketing mix. Case studies

Unit II (8 Sessions)

Consumer behavior in services: Search, Experience and Credence, Customer expectation of services, Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services, Customer perception of services- Factors that influence customer perception of service, Consumerism, Service encounters, Customer satisfaction, Service quality, Strategies for influencing customer perception, Understanding customer expectation through market research. Case studies

Unit III (8 Sessions)

Market, segmentation-Process & targeting in services, Retention strategies-Monitoring relationship, Service design, New service development types, stages. Service blue printing-Using & reading blue prints. Service positioning, Pricing factors & strategies in Services, Using intermediaries in service delivery- franchisee mechanism. Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies Promotional tools for services. Case studies

Unit IV (8 Sessions)

Employee role in service designing: Importance of service employee, Boundary spanning roles, Source of conflict. Importance of customer & Customers' role in service delivery, Strategies for enhancing- Customer participation, Process & Physical evidence in services: Service Quality, GAP models of service quality, Service demand and supply-Strategies for managing demand. Case Studies

Unit V (8 Sessions)

Marketing of financial services with special reference to Banking, Insurance and Mutual fund, Marketing of Hotel and Tourism sector, Hospital service marketing, Telecom service marketing.

Suggested Readings:

- 1. Govind Apte - Services Marketing (Oxford University Press, 14th Ed.)**
- 2. Zeithaml - Services Marketing (Tata Mc Graw Hill, 3rd Ed.)**
- 3. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)**
- 4. Rama Mohana Rao - Services Marketing. (Person Education, 1st Ed.)**

BEHAVIOURAL FINANCE

Course Objective

The purpose of this course is to introduce the student to the new field of behavioural finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. While behavioral finance challenges this traditionally held notion. Reliant upon cognitive psychology decision theory, behavioral finance is the study of how, investors' interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioural factors that influence investment behavior

UNIT I (8 Sessions)

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect .

UNIT II (8 Sessions)

Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.

UNIT III (8 Sessions)

Ellsberg's paradoxes, Rationality from an economics and evolutionary perspective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non-traditional preferences—prospect theory and loss aversion; Bubbles and systematic investor sentiment.

UNIT IV (8 Sessions)

External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets :geomagnetic storm ,Statistical methodology for capturing the effects of external influence onto stock market returns

UNIT V (8 Sessions)

Behavioral corporate finance: Empirical data on dividend presence or absence, ex-dividend day behavior. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors incorporates decision-making. Neuro physiology of risk-taking. Personality traits and risk attitudes in different domains.

Suggested Readings:

- 1. Sulphrey M M – Behavioural Finance (PHI Publication)**
- 2. Bisen , pandey-Learning Behavioural Finance(Excel Books)**
- 3. A History of Financial Speculation: Edward Chancellor**
- 4. Forbes-Behavioural Finance (Wiley India)**
- 5. The Little Book of Behavioral Investing (Montier)**
- 6. The Psychology of Persuasion (Collins Business Essentials)**

Union Management and Employee Relations

Course Objective

The Course intends to educate and create awareness among the participants about various aspects of Industrial Relations and thus equip them to handle this delicate subject with maturity, objectivity and understandings. To gain knowledge of concepts, issues and legal framework of industrial relations.

UNIT I (6 Sessions)

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organization

UNIT II (8 Sessions)

Trade Unionism: Trade Union: origin and growth, unions after independence, unions in the era of Liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions.

UNIT III (6 Sessions)

Labour problems: Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management and its models. Industrial conflict resolution, Role of Labour Administration: Conciliation, Arbitration and Adjudication.

UNIT IV (8 Sessions)

Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR. ILO in IR: Major events and International issues.

UNIT V (12 Sessions)

Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, and Workmen's Compensation Act. Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.

Suggested Readings:

- 1. N.D. Kapoor , Industrial Law –(Sultan Chand and Sons) (Text Book)**
- 2. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)**
- 3. Kogent - Industrial Relations & Labour Laws (Wiley Dreamtech)**
- 4. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)**
- 5. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2nd Ed.)**

Tax Planning & Management

Course Objective

The present course aims at familiarizing the participants with the principles, problems and structure of different types of business taxes in Indian and relevance of these taxes in business decisions. Besides, a broad understanding or role of taxation in economic and industrial development of an economy will also be given.

Unit I (8 Sessions)

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

Unit II (8 Sessions)

Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source

Unit III (8 Sessions)

Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review

Unit IV (8 Sessions)

Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification.

Unit V (8 Sessions)

Central Excise Act 1994 and Excise planning; Customs Act and Customs Duties Planning, Concept of VAT, merits and demerits of VAT (Basic problems).

Suggested Readings:

1. Bhatia H L - Public Finance (Vikas)
2. Lakhota R N - How to Save Wealth Tax (Vision Book 2001, 9th Ed.)
3. Prasad Bhagwati - Income Tax Law & Practice (Vishwa Prakashan)
4. Santaram R - Tax Planning by Reports (Taxmann, 1978).
5. Singhanian V K - Direct Taxes, Law & Practice (Taxmann, 40th Ed.)
6. Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20th Ed.)

BUSINESS SYSTEM ANALYSIS & DESIGN

Course Objective

This course is for the students of MBA program, who are specializing in Information technology. It aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

UNIT-I (08 Sessions)

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

UNIT-II (06 Sessions)

Systems Planning and Investigation: Basis for Planning in Systems Analysis-Dimensions of Planning, Initial Investigation, Needs Identification

UNIT-III (06 Sessions)

Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis-Feasibility Report.

UNIT-IV (10 Sessions)

Tools of Structured Analysis: Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling: Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

UNIT-V (10 Sessions)

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

Suggested Readings:

1. Shah -Software Engineering & SAD(Wiley Dreamtech)
2. Kenneth E Kendall and Julie E Kendall–SAD (PHI Publication, 7 Ed.)
3. Grienstein and Feinman -Ecommerce – Security, Risk Management and Control (TMH,2nd Ed.)
4. Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)
5. Singh B–Network Security (PHI Publication,1st Ed.)

RURAL MANAGEMENT

Course Objective

The objective of the course is to familiarize the participants with conceptual understanding of Rural Management practices in Indian context.

Unit I (08 Sessions)

Nature and features of rural economy of India. Dynamics and Magnitude of rural population, Rural poverty and development dimension, Problems of rural unemployment-causes and remedies. Agricultural finance and rural indebtedness.

Unit II (6 Sessions)

Rural Business and its critical features; Identification of needs of rural producer organization, enterprises and its people; the rural social and political scenario. changes of rural society in India in post -independence period.

Unit III (8 Sessions)

Overview of the rural resources - land, soil, climate, water and forests ; Overview of the production system containing agriculture, horticulture, seri - culture, forestry, animal husbandry and dairying, fisheries, non – farm activities. Concept, processes and relationship among agro climate and natural resources, production system and livelihood of rural people.

Unit IV (10 Sessions)

Managing co - operatives, emergence, endurance and growth of co - operatives; Leadership issues in co - operatives, evolution of co - operative technologies; Co - operative principles; Issues in establishing agricultural co - operatives, democratic governance in co - operatives; co - operative principles and economic rationality; Anand pattern of co – operative - federal structure, causes of sickness, leadership issues and managing boards.

Unit V (08 Sessions)

Concept, measures and determinants of rural development; Contemporary growth and poverty alleviation programme; different interventions for rural social and infrastructure development; Role of Institutions in rural development - PRIs, NGOs etc; success and sustainability of rural development interventions, MNREGA

Suggested Reading

1. Jonathan Reuvid, Guide to Rural Business (Kogan Page)
2. Deu S. Mahendra and Basu K.S. - Economic and Social Development (Academic Foundation)
3. Brown Ben, Practical Accounting for Farm and Rural Business (Lavoisier) 2003.
4. Warren M - Financial Management for Farmers and Rural Managers (Blackwell Publishing)
5. Prag P A - Rural Diversification (EG Books)
6. Thorner Daniel and Morner Alice - Land and Labour in India (Asia Publishing House)
7. Amartya Sen, Resources, Value and Development., Basil Blackwell.

International Financial Management

Course Objective:

The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multinational corporation

Unit I (06 Sessions)

Global Financial Environment:

Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system, Fischer Effect, International fisher effect.

Unit II (10 Sessions)

Management of exposure & risk:

Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies. International Portfolio Investment: Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)

Unit III (08 Sessions)

International Capital Budgeting:

The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax

consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.

Unit IV (08 Sessions)

International working capital management:

- i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.**
- ii) International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring & Accounts receivables.**
- iii) International inventory management: Advance inventory purchases. Stockpiling.**

Unit V (08 Sessions)

International Financing Decisions:

- i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.**
- ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market.**

Suggested Readings:

- 1. Folks William R. Jr. & Raj Agrawal : International Dimensions of Financial Management**
- 2. P.G. Apte :Global financial Management**
- 3. Dennis J.D. Connor & Albert T Busco : International Dimensions of Financial Management**
- 4. Zenoff David B. & Zwick Dack : International Financial Management**
- 5. Advani V.A. :International Finance: Theory and Practice**
- 6. Seth Jagdish & Eshghi A: Global Financial Perspectives**