

BANGALORE UNIVERSITY

NEW SYLLABUS 2020 – 21

***B.COM. DEGREE (REGULAR)
(CBCS - SEMESTER SCHEME)
(Revised Syllabus on----- BOS)***

Chairperson-BOS

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DEPARTMENT OF COMMERCE

Jnanabharathi Campus, Bangalore – 560 056.

2021-22

Syllabus Copy

3.3 CORPORATE ACCOUNTING

Course Outcome: The objective of this subject is to enable the students to have a comprehensive awareness about the provisions of the Company's Act and Corporate Accounts.

Unit 1: UNDERWRITING OF SHARES 08 Hrs Meaning – Underwriting Commission – Underwriter – functions - Advantages of Underwriting, Types of Underwriting – Marked and Unmarked Applications – Problems (Excluding Journal entries).

Unit 2: PROFIT PRIOR TO INCORPORATION 12 Hrs Meaning – calculation of sales ratio – time ratio – weighted ratio – treatment of capital and revenue expenditure – Ascertainment of pre-incorporation and post-incorporation profits by preparing Profit and Loss Account and Balance Sheet.

Unit 3: VALUATION OF GOODWILL 08 Hrs Meaning – Circumstances of Valuation of Goodwill – Factors influencing the value of Goodwill – Methods of Valuation of Goodwill: Average Profit Method, Super Profit Method, Capitalization of average Profit Method, Capitalization of Super Profit Method, and Annuity Method - Problems.

Unit 4: VALUATION OF SHARES 08 Hrs Meaning – Need for Valuation – Factors Affecting Valuation – Methods of Valuation: Intrinsic Value Method, Yield Method, Earning Capacity Method, Fair Value of shares. Rights Issue and Valuation of Rights Issue - Problems.

Unit 5: COMPANY FINAL ACCOUNTS 20 Hrs Statutory Provisions regarding preparation of Company Final Accounts –Treatment of Special Items – Tax deducted at source – Advance payment of Tax – Provision for Tax – Depreciation – Interest on debentures – Dividends – Rules regarding payment of dividends – Transfer to Reserves – Preparation of Profit and Loss Account and Balance Sheet in vertical form (As per 2011 revised format)

3.4 FINANCIAL MANAGEMENT

Course Outcome: The objective is to enable students to understand the basic concepts of Financial Management and the role of Financial Management in decision-making.

Unit 1: INTRODUCTION FINANCIAL MANAGEMENT 10 Hrs Introduction – Meaning of Finance – Business Finance – Finance Function – Aims of Finance Function – Organization structure of Finance Department - Financial Management – Goals of Financial Management – Financial Decisions – Role of a Financial Manager – Financial Planning – Steps in Financial Planning – Principles of Sound Financial Planning – Factors influencing a sound financial plan.

Unit 2: TIME VALUE OF MONEY 12 Hrs Introduction – Meaning & Definition – Need – Future Value (Single Flow – Uneven Flow & Annuity) – Present Value (Single Flow – Uneven Flow & Annuity)– Doubling Period – Concept of Valuation: Valuation of Bonds, Debentures and shares - Simple Problems.

Unit 3: FINANCING DECISION 12 Hrs Introduction – Meaning of Capital Structure – Factors influencing Capital Structure – Optimum Capital Structure – Computation & Analysis of EBIT, EBT, EPS – Leverages. Simple Problems.

Unit 4: INVESTMENT & DIVIDEND DECISION 16 Hrs Investment Decision: Introduction – Meaning and Definition of Capital Budgeting – Features – Significance – Process – Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and profitability index Simple Problems. Dividend Decision: Introduction – Meaning and Definition – Determinants of Dividend Policy – Types of Dividends – Bonus share

Unit 5: WORKING CAPITAL MANAGEMENT 06 Hrs Introduction – Concept of Working Capital – Significance of Adequate Working Capital – Evils of Excess or Inadequate Working Capital – Determinants of Working Capital – Sources of Working Capital.

4.3 ADVANCED CORPORATE ACCOUNTING

Course Outcome: The objective is to enable the students to develop awareness about Corporate Accounting in conformity with the Provision of Companies“ Act and latest amendments thereto with adoption of Accounting Standards.

Unit 1: MERGERS AND ACQUISITION OF COMPANIES 16 Hrs Meaning of Amalgamation and Acquisition – Types of Amalgamation – Amalgamation in the nature of Merger – Amalgamation in the nature of Purchase - Methods of Purchase Consideration – Calculation of Purchase Consideration (AS14), Net asset Method - Net Payment Method, Accounting for Amalgamation - Entries and Ledger Accounts in the Books of Transferor Company and Transferee Company – Preparation of new Balance sheet.(Vertical Format)

Unit 2: INTERNAL RECONSTRUCTION 08 Hrs Meaning – Objective – Procedure – Form of Reduction – Passing of Journal Entries – Preartion of Reconstruction of account – Preparation of Balance Sheet after Reconstruction.(Vertical Format) Problems.

Unit 3: LIQUIDATION OF COMPANIES 12Hrs Meaning–Types of Liquidation – Order of Payment - Calculation of Liquidator“s Remuneration – Preparation of Liquidators Final Statement of Account.

Unit 4: HOLDING COMPANY ACCOUNTS 14 Hrs Introduction – Meaning of Holding Company – Subsidiary Company – Steps – Pre Acquisition Profits – Post Acquisition Profits – Minority Interest – Cost of Control or Capital Reserve – Unrealized Profit – Mutual Indebtedness – Preparation of Consolidated Balance Sheet (As per AS21). (Excluding Bonus Issue and Dividend)

Unit 5: RECENT DEVELOPMENTS IN ACCOUNTING 06Hrs Human Resource Accounting – Environmental Accounting – Social Responsibility Accounting – Accounting for Intangible Assets. (Theory only).

4.5 E-BUSINESS AND ACCOUNTING

Course Outcome: The objective of the subject is to familiarize the students with E- Commerce models and Tally

UNIT 1. E-BUSINESS 10 Hrs Introduction, E-Commerce – Definition, History of E-commerce, Difference between E - Commerce and E - Business. Comparison of traditional commerce and e-commerce Advantages/ Disadvantages of e-commerce,. E-Commerce business models – major B to B, B to C model, Consumer-toConsumer (C2C), Consumer-to-Business (C2B) model, Peer to-Peer (P2P) model – emerging trends. web auctions, virtual communities, portals, e-business revenue models.

UNIT 2. HARDWARE AND SOFTWARE FOR E-BUSINESS 10Hrs Web server – Internet – World Wide Web - hardware and software for web servers, web hosting choices – shopping cart.

Unit 3: GETTING STARTED WITH TALLY 10Hrs Meaning of Tally software – Features – Advantages - Required Hardware, Preparation for installation of tally software - installation. Items on Tally screen: Menu options, creating a New Company, Basic Currency information, Other information, Company features and Inventory features.

Unit 4: CONFIGURING TALLY 16Hrs General Configuration, Numerical symbols, accts/inv info – master configuration -voucher entry configuration. Working in Tally: Groups, Ledgers, writing voucher, different types of voucher, voucher entry Problem on Voucher entry -Trail Balance, Accounts books, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts, & Balance Sheet.

Unit 5: REPORTS IN TALLY: 10Hrs Generating Basic Reports in Tally – Financial Statements – Accounting Books and Registers – Inventory Books and Registers – Exception reports – printing reports – Types of Printing Configuration of Options – Printing Format.

5.4 COST MANAGEMENT

Course Outcome: To familiarize the students on the use of costing data for decision making and cost control and create awareness on the emerging Cost Management concepts.

Unit 1: JOB AND CONTRACT COSTING 18Hrs Features, Objectives, Advantages and Disadvantages of Job & Contract costing, Comparison between Job and Contract costing –Problems.

Unit 2: PROCESS COSTING 12Hrs Features of Process Costing, Application, Comparison between Job costing and Process Costing, Advantages and Disadvantages, Process losses – Normal Loss – Abnormal Loss, Abnormal Gain – Joint and By-Products – Problems (excluding inter-process profits and equivalent production).

Unit 3: OPERATING COSTING 10Hrs Introduction, Meaning and application of Operating Costing, Transport Costing: Meaning, Classification of Costs, Collection of Costs, Ascertainment of Absolute Passenger Kilometers, Ton Kilometers – Problems.

Unit 4: ACTIVITY BASED COSTING 10Hrs Meaning, Differences between Traditional Costing and Activity Based Costing. Characteristics of ABC, Cost Drives & Cost Pools. Product Costing using ABC system: Uses – Limitations –Steps in implementation of ABC – Simple Problems.

Unit 5: TARGET COSTING 06Hrs Target Costing: Meaning, Nature, Methodology, Methods of Establishment of Cost. Just in Time (JIT): Features, Implementation and Benefits. (Theory only).

6.1 BUSINESS REGULATIONS

Course Outcome: To introduce the students to various Business Regulations and familiarize them with common issues of relevance.

UNIT 1: INTRODUCTION TO BUSINESS LAWS 06 Hrs Introduction, Nature of Law, Meaning and Definition of Business Laws, Scope and Sources of Business Laws.

UNIT 2: CONTRACT LAWS 18Hrs Indian Contract Act, 1872: Definition of Contract, essentials of a valid contract, classification of contracts, remedies for breach of contract. Indian Sale of Goods Act,

1930: Definition of contract of sale, essentials of contract of sale, conditions and warranties, rights and duties of buyer, rights of an unpaid seller.

UNIT 3: INFORMATION TECHNOLOGY ACT: 06Hrs Introduction to Cyber Law in India, salient features of IT Act, 2000, importance of Cyber Law, Digital Signature, cyber-crimes.

UNIT 4: COMPETITION AND CONSUMER LAWS: 10 Hrs The Competition Act, 2002: Objectives of Competition Act, Features of Competition Act, CAT, offences and penalties under the Act, Competition Commission of India. Consumer Protection Act, 1986: Definition of the terms consumer, consumer dispute, defect, deficiency, unfair trade practices and services. Rights of the consumer under the Act, Consumer Redressal Agencies – District Forum, State Commission, National Commission.

UNIT 5: ECONOMIC AND ENVIRONMENTAL LAWS 16 Hrs Indian Patent Laws and WTO Patent Rules: Meaning of IPR, invention and non-invention, procedure to get patent, restoration and surrender of lapsed patent, infringement of patent, FEMA 1999: Objects of FEMA, salient features of FEMA, definition of important terms: authorized person, currency, foreign currency, foreign exchange, foreign security, offences and penalties. Environment Protection Act, 1986: Objects of the Act, definitions of important terms: environment, environment pollutant, environment pollution, hazardous substance and occupier, types of pollution, rules and powers of central government to protect environment in India.

6.2 PRINCIPLES AND PRACTICE OF AUDITING

Course Outcome: This subject aims at imparting knowledge about the principles and methods of auditing and their applications.

Unit 1: INTRODUCTION TO AUDITING 12 Hrs Introduction – Meaning - Definition – Objectives – Differences between Accountancy and Auditing – Types of Audit - Advantages of Auditing – Preparation before commencement of new Audit – Audit Notebook – Audit Working Papers – Audit Program, Recent Trends in Auditing: Nature & Significance of Tax Audit – Cost Audit - Management Audit.

Unit 2: INTERNAL CONTROL 10 Hrs Internal Control: Meaning and objectives. Internal Check: Meaning, objectives and fundamental principles. Internal Check as regards: Wage Payments, Cash Sales, Cash Purchases. Internal Audit: Meaning - Advantages and Disadvantages of Internal Audit – Differences between Internal Check and Internal Audit.

Unit 3: VOUCHING 12 Hrs Meaning - Definition – Importance – Routine Checking and Vouching – Voucher -Types of Vouchers – Vouching of Receipts: Cash Sales, Receipts from debtors, Proceeds of the sale of Investments. Vouching of Payments: Cash Purchases, Payment to Creditors, Deferred Revenue Expenditure.

Unit 4: VERIFICATION AND VALUATION OF ASSETS AND LIABILITIES 12 Hrs Meaning and Objectives of verification and valuation– Position of an Auditor as regards the Valuation of Assets – Verification and Valuation of different Items: Assets: Land & Building, Plant & Machinery, Goodwill – Investments - Stock in Trade. Liabilities: Bills Payable - Sundry Creditors – Contingent Liabilities.

Unit 5: AUDIT OF LIMITED COMPANIES AND OTHERS 10 Hrs Company Auditor – Appointment – Qualification - Powers - Duties and Liabilities – Professional Ethics of an Auditor. Audit of Educational Institutions – Audit of Insurance Companies- Audit of Cooperative societies.

6.3 INCOME TAX - II

Course Outcome: Objective of this subject is to make the students to understand the computation of Taxable Income and Tax Liability of individuals.

Unit 1: PROFITS AND GAINS FROM BUSINESS OR PROFESSION 16 Hrs Meaning and Definition of Business, Profession – Vocation - Expenses Expressly Allowed – Allowable Losses – Expenses Expressly Disallowed – Expenses Allowed on Payment Basis - Problems on Business relating to Sole Trader and Problems on Profession relating to Chartered Accountant, Advocate and Medical Practitioner.

Unit 2: CAPITAL GAINS 16 Hrs Basis of Charge – Capital Assets – Transfer of Capital Assets – Computation of Capital Gains – Exemptions U/S 54, 54B, 54D, 54EC, 54F– Problems on Capital Gains.

Unit 3: INCOME FROM OTHER SOURCES 10 Hrs Incomes – Taxable under the head Other Sources – Securities – Kinds of Securities – Rules for Grossing Up – Ex-Interest Securities – Cum-Interest Securities – Bond Washing Transactions – Problems on Income from Other Sources.

Unit 4: DEDUCTIONS FROM GROSS TOTAL INCOME 06 Hrs Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 DD, 80 E, 80 G, 80 GG, 80 GGA, 80 QQ Band 80 U. (theory Only)

Unit 5: SET-OFF & CARRY FORWARD OF LOSSES AND ASSESSMENT OF INDIVIDUALS 08Hrs Meaning – Provision for Set-off & Carry forward of losses (Theory only). Computation of Total Income and Tax Liability of an Individual Assessee (Problems– in case of income from salary & house property-computed income may be given).

6.4 MANAGEMENT ACCOUNTING

Course Outcome: The objective of this subject is to enable the students to understand the analysis and interpretation of financial statements with a view to prepare management reports for decision-making.

UNIT1: MANAGEMENT ACCOUNTING AND ANALYSIS OF FINANCIAL STATEMENTS 12 Hrs Management Accounting: Meaning – Definition – Objectives – Nature and Scope– Role of Management Accountant – Relationship between Financial Accounting and Management Accounting, Relationship between Cost Accounting and Management Accounting. Analysis of Financial Statements: Types of Analysis –Methods of Financial Analysis – Comparative Statements – Common Size Statements – Trend Analysis – Problems.

UNIT2: RATIO ANALYSIS 14 Hrs Meaning and Definition, Classification of Ratios, Uses & Limitations – Problems on Ratio Analysis - Preparation of financial statements with the help of Accounting Ratios.

UNIT3: FUND FLOW ANALYSIS 10 Hrs Meaning and Concept of Fund – Meaning and Definition of Fund Flow Statement – Uses and Limitations of Fund Flow Statement – Procedure of Fund Flow Statement – Statement of changes in Working Capital – Statement of Funds from Operation – Statement of Sources and Application of Funds – Problems.

UNIT4: CASH FLOW ANALYSIS 10 Hrs Meaning and Definition of Cash Flow Statement – Differences between Cash Flow Statement and Fund Flow Statement – Uses of Cash Flow Statement – Limitations of Cash Flow Statement – Provisions of AS-3 – Procedure of Cash Flow Statement – Concept of Cash and Cash Equivalents - Cash Flow from Operating Activities – Cash Flow from

Investing Activities and Cash Flow from Financing Activities – Preparation of Cash Flow Statement according to AS-3 (Indirect Method Only).

Unit 5: BUDGETING& MANAGEMENT REPORTING 10Hrs Meaning, Types of Functional Budgets, Preparation of Cash Budgets and Flexible Budgets Meaning of Management Reporting – Requisites of a Good Reporting System – Principles of Good Reporting System – Kinds of Reports – Drafting of Reports under different Situations.

5.1 ENTREPRENEURSHIP DEVELOPMENT

Course Outcome: To enable students to understand the basic concepts of entrepreneurship and preparing a business plan to start a small industry.

Unit 1: ENTREPRENEURSHIP 10 Hrs Introduction – Meaning& Definition of Entrepreneurship, Entrepreneur & Enterprise –Functions of Entrepreneur - Factors influencing Entrepreneurship - Pros and Cons of being an Entrepreneur – Qualities of an Entrepreneur – Types of Entrepreneur

Unit 2: SMALL SCALE INDUSTRIES 12 Hrs Meaning &Definition – Product Range - Capital Investment - Ownership Patterns – Meaning and importance of Tiny Industries, Ancillary Industries, Cottage Industries. Role played by SSI in the development of Indian Economy. Problems faced by SSI"s and the steps taken to solve the problems - Policies Governing SSI"s.

Unit 3: FORMATION OF SMALL-SCALE INDUSTRY 14 Hrs Business opportunity, scanning the environment for opportunities, evaluation of alternatives and selection based on personal competencies. Steps involved in the formation of a small business venture: location, clearances and permits required, formalities, licensing and registration procedure. Assessment of the market for the proposed project – Financial, Technical, Market and Social feasibility study.

Unit 4: PREPARING THE BUSINESS PLAN (BP) 10 Hrs Meaning – importance – preparation –BP format: Financial aspects of the BP, Marketing aspects of the BP, Human Resource aspects of the BP, Technical aspects of the BP, Social aspects of the BP. Common pitfalls to be avoided in preparation of a BP.

Unit 5: PROJECT ASSISTANCE 10 Hrs Financial assistance through SFC"s, SIDBI, Commercial Banks, IFCI - Non-financial assistance from DIC, SISI, AWAKE, KVIC - Financial incentives for SSI"s and Tax Concessions - Assistance for obtaining Raw Material, Machinery, Land and Building and Technical Assistance - Industrial Estates: Role and Types.

5.3 INCOME TAX - I

Course Outcome: The Objective of this subject is to expose the students to the various provisions of Income Tax Act 1961 relating to computation of Income of individuals.

Unit 1: INTRODUCTION TO INCOME TAX 10 Hrs Brief History of Indian Income Tax - Legal Frame Work – Types of Taxes - Cannons of Taxation – Important Definitions: Assessment, Assessment Year, Previous Year (including Exceptions), Assessee, Person, Income, Casual Income, Gross Total Income, Agricultural Income (including Scheme of Partial Integration – Theory Only) – Scheme of taxation.

Meaning and classification of Capital & Revenue. Income tax authorities: Powers & functions of CBDT, CIT & A.O.

Unit 2: EXEMPTED INCOMES 04 Hrs Introduction – Exempted Incomes U/S 10 - Restricted to Individual Assessee.

Unit 3: RESIDENTIAL STATUS 10 Hrs Residential Status of an Individual –Determination of Residential Status – Incidence of Tax – Problems.

Unit 4: INCOME FROM SALARY 20 Hrs Meaning – Definition - Basis of Charge– Advance Salary – Arrears of Salary – Allowances – Perquisites– Provident Fund - Profits in Lieu of Salary – Gratuity - Commutation of Pension - Encashment of Earned leave - Compensation for voluntary retirement - Deductions from Salary U/S 16 – Problems on Income from Salary.

Unit 5: INCOME FROM HOUSE PROPERTY 12 Hrs Basis of Charge – Deemed Owners – Exempted Incomes from House Property –Composite Rent - Annual Value – Determination of Annual Value – Treatment of Unrealized Rent – Loss due to Vacancy – Deductions from Annual Value – Problems on Income from House Property.

AC 5.5 ADVANCED ACCOUNTING

Course Outcome: The objective is to acquaint the students and make them familiar with the process and preparation of accounts of different types of organizations.

UNIT 1: ACCOUNTS OF BANKING COMPANIES 18 Hrs Business of banking companies – some important provisions of Banking Regulation Act of 1949 – minimum capital and reserves – restriction on commission – brokerage – discounts – statutory reserves – cash reserves – books of accounts – special features of bank accounting, final accounts - balance sheet and profit and loss account – interest on doubtful debts – rebate on bill discounted – acceptance – endorsement and other obligations – problems as per new provisions.

UNIT 2: ACCOUNTS OF INSURANCE COMPANIES 14 Hrs Meaning of life insurance and general insurance – accounting concepts relating to insurance companies - Preparation of Final accounts of insurance companies – revenue account and balance sheet.

UNIT 3: INFLATION ACCOUNTING 08 Hrs Need – Meaning – definition – importance and need – role – objectives – merits and demerits – problems on current purchasing power method (CPP) and current cost accounting method (CCA).

UNIT 4: FARM ACCOUNTING 08 Hrs Meaning – need and purpose – characteristics of farm accounting – nature of transactions – cost and revenue – apportionment of common cost – by product costing – farm accounting – recording of transactions – problems.

UNIT 5: INVESTMENT ACCOUNTING 08 Hrs Introduction – classification of Investment – Cost of Investment – cum-interest and ex-interest – securities – Bonus shares- right shares – disposal of Investment – valuation of investments – procedures of recording shares – problems

AC 5.6 BUSINESS TAXATION- I

Course Outcome: The objective is to equip students with the application of principles and provisions of Central sales tax, Customs act, Central excise, value added tax, Service tax laws, and provide an insight into practical aspects and apply the provisions of tax laws to various situations.

Unit 1: CENTRAL SALES TAX / G.S.T (GOODS & SERVICES TAX) 18 Hrs Objects and basic scheme of CST act, Meaning – Dealer – Business – Sale – Goods – declared goods, Turnover – Sale Price – Sales Exempt from Central Sales Tax, interstate and intra state sale, sales in the course of imports and exports, registration under CST act, – Problems on Central Sales Tax.

Unit 2: CUSTOMS ACT 12 Hrs Meaning – Types of Custom Duties – Valuation for Customs Duty – Tariff Value – Customs Value – Methods of Valuation for Customs – Problems on Custom Duty

Unit 3: CENTRAL EXCISE 14Hrs Procedures relating to Levy, Valuation and Collection of Duty, Types of Duty, Nature of Excise Duties – Cenvat Credit – Classification of Excisable Goods – Valuation of Excisable Goods – Important Central Excise Procedures – Problems.

Unit 4: VALUE ADDED TAX 12 Hrs Basic Concepts of Value Added Tax – Dealer – Registered Dealer – Sales – Turnover – Input VAT – Output VAT – Goods – Capital Goods – Exempted Sales, Zero rated sale – Merits and Demerits of VAT – Features and Methods of VAT – Variants of VAT – Methods of Computation of VAT (Simple Problems)

AC 6.5 BUSINESS TAXATION -II

Course Outcome: The objective is to enable the students to understand assessment of Firms and Companies with regard to income tax and wealth tax.

Unit 1: SERVICE TAX 12 Hrs Meaning and Definition – Features of Service Tax – Levy and Collection of Service Tax – Service Tax Administration – Exemptions from Service Tax – Taxable Services – Determination of Service Tax Liability (Simple Problems)

Unit 2: WEALTH TAX 14 Hrs Basis of Charge – Assessment Year – Valuation Date – Net Wealth – Deemed Assets – Exempted Assets – Problems on Wealth Tax of individuals and firms.

Unit 3: ASSESSMENT OF FIRMS 12 Hrs Meaning of Partnership, Firm and Partners – New Scheme of Taxation of Firms – Assessment of Firms (Section 184) – Computation of Firm's Business Income – Treatment of Interest and Capital, Salary, Commission, Remuneration received by partners and computation of Firms total income.

Unit 4: ASSESSMENT OF COMPANIES 18 Hrs Introduction – Meaning of Company – Types of Companies – Computation of Depreciation – Computation of Taxable Income of Companies – Minimum Alternative Tax (MAT) – Computation of Tax Liability.

F.N5.6 INTERNATIONAL FINANCE

Course Outcome: To familiarize the students with International Financial environment, instruments and institutions.

UNIT – 1: INTRODUCTION TO INTERNATIONAL FINANCE 12 Hrs Issues involved in International Business and Finance, methods of payment, International Monetary system – Fundamental terms and concepts – Home currency – foreign currency – direct quote – indirect quote – bid and ask, spot and forward rate - appreciation and depreciation – cross currency rates.

UNIT – 2: FOREIGN EXCHANGE AND BALANCE OF PAYMENTS 12 Hrs Forex Market & Its Intermediaries, ADR, Foreign Exchange Rate, Theories of Foreign Exchange Rate Determination.

Components of Balance of Payments – Disequilibrium in the balance of payments- methods of correction of disequilibrium.

UNIT – 3: INSTRUMENTS IN INTERNATIONAL FINANCIAL MARKETS. 08 Hrs Meaning-Definition- International Financial Markets-Globalization of Capital markets, Innovation in foreign securities and International Portfolio Management.

UNIT – 4: FOREIGN EXCHANGE RISK 10 Hrs Exchange risks – Hedging, Forward, Future, Swaps Options, -Valuation of future and swapsvaluation of options and efficiency of the exchange market.

UNIT – 5:INTERNATIONAL FINANCIAL INSTITUTIONS AND LIQUIDITY14 Hrs The IMF, International liquidity and SDR"s (special drawing rights) – International bank for reconstruction and development (World Bank), International development association, International investment guarantee agency.

B.I 5.5 INTERNATIONAL BANKING & FOREX MANAGEMENT

Course Outcome: The objective of this subject is to enable the students to understand the various concepts of international banking and foreign exchange rate determination.

UNIT1 : INTRODUCTION TO INTERNATIONAL BANKING 10Hrs Introduction – Meaning – Functions – Financing of Exports – Financing of Imports – International Payment Systems.

UNIT 2 : INTERNATIONAL CAPITAL MARKETS 10Hrs Introduction – Meaning and Definition – Types – Financial market flow beyond national boundaries – Debt and non – debt flows – Volatile and Stable flows – Interest Rate Differentials - Demand for and supply of funds across borders.

UNIT 3 : OFFSHORE BANKING CENTRES 10Hrs Introduction – Meaning – Role in International Financing – Global Balance sheet of banks – Asset and Liability Management of Foreign Banks.

UNIT 4: FOREIGN EXCHANGE AND MARKETS 14Hrs Introduction – Meaning – Elements – Importance – Evolution of Exchange Rate System – International Monetary System – Gold Standard – Types of Exchange Rates – Fluctuations in Foreign Exchange rates – Causes and Effects – Need for Stable Foreign Exchange Rates – Determination of Exchange rates – Theories of Determination of Foreign Exchange Rates.

UNIT 5 : FOREX MARKET IN INDIA 12Hrs Introduction – Meaning – Types – Operations – Convertibility - Objectives of Foreign Exchange Control – Problems of Foreign Exchange markets in India – Mechanism to settle the problems - Role of RBI in settlement of foreign exchange problems in India.

B.I. 5.6 LIFE & GENERAL INSURANCE Course

Outcome: The objective is to enable the students to understand various aspects of Life & General Insurance.

Unit 1: INTRODUCTION TO LIFE INSURANCE 12 Hrs Introduction to Life Insurance - Principles of Life Insurance - Life insurance products, pensions and annuities - Life insurance underwriting - Need for selection - Factors affecting rate of mortality - Sources of data - Concept of extra mortality - Numerical methods of undertaking - Occupational hazards.

Unit 2: LEGAL ASPECTS OF LIFE INSURANCE 12 Hrs Legal Aspects of Insurance - Indian contract Act, special features of Insurance contract. Insurance laws, Insurance Act, LIC Act, IRDA Act.

Unit 3: CLAIM MANAGEMENT & RE-INSURANCE 10 Hrs Claim Management - Claim Settlement - Legal Framework - Third party Administration, Insurance ombudsman - Consumer Protection Act - Re-Insurance in Life Insurance - Retention Limits - Methods of Re-insurance.

Unit 4: INTRODUCTION TO GENERAL INSURANCE 12 Hrs Introduction to General Insurance. Principles of General Insurance. Types of General Insurance - Personal general insurance products (Fire, Personal Liability, Motors, Miscellaneous Insurance). Terminology, clauses and covers. Risk assessment, underwriting and ratemaking. Product design, development and evaluation. Loss of Provincial control.

Unit 5: INSURANCE INDUSTRY 10 Hrs Insurance Industry - Brief History - Pre Nationalization and post nationalization - Current scenario.- Re-Insurance - Functions, Methods of Re-Insurance.

B.I 6.5 RISK MANAGEMENT

Course Outcome: The objective is to expose students to acquire skills in Risk Management.

Unit 1: INTRODUCTION TO RISK MANAGEMENT 10 Hrs Introduction to risk management- elements of uncertainty peril, hazards – types, risk management process- definition, types and various means of managing risk – limitations of risk management.

Unit 2: SOURCES OF RISK AND EXPOSURE 10 Hrs Sources of risk and exposure, pure risk and speculative risk, acceptable and non- acceptable risks, static and dynamic risk, various elements of cost of risk.

Unit 3: CORPORATE RISK MANAGEMENT 12 Hrs Corporate risk management, riskiness of returns, - approaches and processes of corporate risk management, management of business risk, currency and interest rate risk, assets and liability management, - guidelines and tools of risk management.

Unit 4: DERIVATIVES AS RISK MANAGEMENT TOOLS 12 Hrs Derivatives as risk management tools, features of hedging, forward, future, options and swaps. Classification of derivatives, important features of derivatives.

Unit 5: HEDGING & OPTIONS 12 Hrs Hedging risks with currency and interest rate futures, index future and commodity futures, Fundamental concepts of options and hedging and risk management with options, Fundamentals of currency and interest rate swaps- risk management with swaps, Fundamental concepts of VAR approach and insurance.

B.I 6.6 MARKETING OF INSURANCE PRODUCTS

Course Outcomes: The objective is to enable the students to acquire skills in Marketing of Insurance Products Unit 1: INTRODUCTION TO MARKETING IN THE INSURANCE INDUSTRY 14 hrs The role of the customer in marketing, The definition of marketing, Marketing and other related business functions within the insurance industry, Creating a marketing strategy for insurance products, Impact of external and internal factors on the marketing strategy, External considerations including: Social – Economic – Competition – Technological – Ecological and Meteorological – Consumer protection, Internal considerations including: Structure - Behaviour – Values.

Unit 2: MARKETING THEORY AND CONCEPTS IN THE INSURANCE INDUSTRY 14 hrs Insurance customers and their buying patterns, Supply and demand in the insurance industry (including insurance cycle), The marketing mix, Segmentation of existing and prospective customers, Competitive positioning, Differentiation of the product, Financial Value Chain analysis, Portfolio

management, The life cycle of insurance products, Analyzing existing insurance customers, Core competencies, Internal auditing of marketing practices, SWOT analysis.

Unit 3: DEVELOP A MARKETING STRATEGY FOR INSURANCE PRODUCTS 14 hrs Identifying segments in insurance customers, Customer's attributes and behaviour, Using data from customer relationship management systems to feed into strategy, Identifying competitors, Competitor's portfolio of offerings and position, Developing a portfolio of opportunities, Scenario testing, Taking a position in the market, Value and supply chain analysis, Pricing, Regulation, Branding insurance products and services, Establishing a brand, The importance of branding, Brand awareness, Brand extension, White labeling.

Unit 4: IMPLEMENT AND DELIVER A MARKETING STRATEGY 14 hrs Communicating the marketing message for insurance products and services, The marketing communications portfolio, The marketing message, E-marketing, Advertising, Sales and account management, Public relations, Promotion, Sponsorship, Emergency communications plan, Distributing insurance and finance products and services, Different channels for distribution (including Call centers), Distribution options: Financial advisers – Intermediaries / brokers – Direct selling – Financial institutions, including bank assurance – Aggregators – Other organizations distributing insurance, Risk assessment, Service delivery, Customer experience, including claims, Managing the customer relationship.

3.1 Corporate Accounting

Course Outcomes: On successful completion of the course, the Students will be able to

- Understand the treatment of underwriting of shares.
- Understand the concepts and accounting treatment of Issue of shares under various types. • Know the valuation of intangible assets.
- Know the valuation of shares.
- Prepare the financial statements of companies as per companies act, 2013.

Module No. 1: ISSUE OF SHARES (10 Hrs.) Introduction – Meaning, features and types of shares. Issue of shares, Subscription of shares, Minimum subscription, Over subscription, under subscription, Pro-Rata allotment, Book Building procedure for issue of shares. Problems related to Journal entries on issue of shares at par, premium and discount.

Module No :2 UNDERWRITING OF SHARES (10 Hrs.) Introduction -Meaning and need for underwriting, Advantages of Underwriting, SEBI regulations regarding underwriting, Underwriting Agreement, Underwriting Commission. Underwriter, Functions of Underwriter, Types of Underwriting, Marked and Unmarked Applications, Problems on determination of liability of underwriters.

Module No. 3 VALUATION OF INTANGIBLE ASSETS (As per IND AS 38) 10 (Hrs.) Introduction – Meaning and Kinds of Intangible Assets. a) Goodwill – Meaning and types, Factors influencing value of goodwill, Circumstances of valuation of goodwill, Methods of valuation of Goodwill: Simple Average Profit Method, Weighted Average Profit Method, Capitalization of Average Profit Method, Super Profit Method, Capitalization of Super Profit Method, Annuity Method-Problems. b) Brand – Meaning and features, Factors influencing value of brand, Circumstances of valuation of brand (Concepts and Formats only) c) Intellectual Property Rights (IPR) – Meaning and features, Factors influencing value of IPR, Circumstances of valuation of IPR (Concepts and Formats only) \ d) Patents

– Meaning and features, Factors influencing value of patents, Circumstances of valuation of patent (Concepts and Formats only)

Module No. 4: VALUATION OF SHARES (10 Hrs) Introduction – Meaning and need for valuation of shares, Factors affecting value of shares, Methods of Valuation: Problems on Intrinsic Value Method, Yield Method, Earning Capacity Method, Fair Value of Method. Rights Issue and Valuation of Rights Issue, Valuation of Share Warrants (concepts only)

Module No. 5: FINANCIAL STATEMENTS OF COMPANIES (16 Hrs.) Statutory Provisions regarding preparation of financial statements of companies as per schedule III of companies act, 2013 and IND AS-1 Problems on preparation of Statement of Profit and Loss and Balance Sheet (including necessary notes)

4.1 Advanced Corporate Accounting Course Outcome: On successful completion of the course, the Students will be able to

- Know the procedure of redemption of preference shares. • Comprehend the different methods of Mergers and Acquisition of Companies
- Understand the process of internal reconstruction.
- Prepare the liquidators final statement of accounts.
- Understand the recent developments in accounting and accounting standards. Syllabus

Module No. 1: REDEMPTION OF PREFERENCE SHARES (10 Hrs) Introduction, Meaning, legal provisions, treatment of premium on redemption – creation of Capital Redemption Reserve – Fresh issue of shares – Arranging for cash balance for the purpose of redemption – minimum number of shares to be issued for redemption. Issue of bonus shares – Problems on Journal Entries and preparation of Balance sheet after redemption. (in accordance with Schedule III to Companies Act 2013)

Module No. 2: MERGERS AND ACQUISITION OF COMPANIES (16 Hrs) Meaning of Amalgamation and Acquisition – Types of Amalgamation – Amalgamation in the nature of Merger – Amalgamation in the nature of Purchase – Meaning and Methods of Purchase Consideration (Ind AS -103) - Net asset Method - Net Payment Method, Accounting for Amalgamation (Problems on pooling of interest method and purchase method) – Journal Entries and Ledger Accounts in the Books of Transferor Company. Journal Entries and Balance Sheet in the books of Transferee Company.

Module No. 3: INTERNAL RECONSTRUCTION OF COMPANIES (10 Hrs) Introduction, Meaning and Need for Internal Reconstruction, Types and Objectives of Capital Reduction, Legal Provisions for Reduction of Share Capital under Companies Act, 2013. Accounting for Capital Reduction- Problems on Journal Entries, preparation of Capital Reduction Account and Reconstructed Balance sheet.

Module No. 4: LIQUIDATION OF COMPANIES (12 Hrs) Meaning of Liquidation, Meaning and Functions of Liquidator, Modes of Winding up, Order of payments. Liquidator's remuneration. Problems on preparation of Liquidator's Final Statement of Account.

Module No. 5: EMERGING TRENDS IN ACCOUNTING (08 Hrs) 1. Human Resource Accounting 2. Inflation Accounting 3. Investment Accounting 4. Automated accounting process 5. Cloud based accounting 6. Data analytics and forecasting tools 7. Rise of accounting software solutions 8. Blockchain 9. Forensic Accountancy 10. Advisory Services 11. Artificial Intelligence in Accounting 12. Big Data in Accounting.

4.3 Business Regulations

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

- Recognize the laws relating to Contracts and its application in business activities.
- Acquire knowledge on bailment and indemnification of goods in a contractual relationship and role of agents.
- Comprehend the rules for Sale of Goods and rights and duties of a buyer and a seller.
- Distinguish the partnership laws, its applicability and relevance.
- Rephrase the cyber law in the present context.

Module No 1: INTRODUCTION (4 Hrs) Meaning, Definition and Sources of Business Law, Types of Business Law – Employment Law, Immigration Law, Consumer Goods Sales Law, Contract Law, Antitrust Law, Intellectual Property Law, Business Formation Law.

Module No. 2: CONTRACT LAW (14 Hrs) Indian Contract Act 1872- Definition and meaning of Contract, Essentials of valid contract, Classification of contract, Breach of contract and Remedies to Breach of Contract. Sale of Goods Act 1930 – Definition of contract of sale, Essentials of contract of sale, conditions and warranties, rights and duties of buyer, rights of unpaid seller.

Module No 3: INTELLECTUAL PROPERTY RIGHTS AND INFORMATION TECHNOLOGY LAW (14 hours) Intellectual Property Rights- Introduction and the Need for Intellectual Property Rights, Kinds of Intellectual Property Rights, Meaning - Patents, Copyrights, Trademarks, Trade Secrets, Geographical Indication. Patents-Meaning, Salient Features of Patents, Conditions for an Invention to be Patented, Procedure for obtaining a Patent, Opposition to Grant of Patents, Term and Expire of Patent, Restoration and surrender of Lapsed patents, Remedies available to the Patent owner for Infringement of Patent Rights. Information Technology Act 2000- Introduction, need and objective of Information Technology Act, Cyber Law in India, Cyber Crimes – meaning and types, offences and penalties, Cyber space, digital signature, private key, public key, encryption, digital signature certificate

Module No. 4 : COMPETITION AND CONSUMER LAWS (16 Hrs) Competition Act 2002 – Objectives, Features, Competition Appellate Tribunal, Offences and Penalties under this Act, Competition Commission of India - Powers and Duties. Consumer Protection Act 1986 – Introduction, objectives and need of the act, Definitions of Consumer, Consumer Dispute, Defect, Deficiency, Unfair Trade Practices and Services. Rights of Consumer, Consumer Redressal Agencies- District Forum, State Commission and National Commission.

Module No. 5: ENVIRONMENT PROTECTION LAW (8 Hrs) Environment Protection Act 1986 – Objectives, Definitions of Environment, Environment Pollutant, Environment pollution, Hazardous substances and Occupier. Powers of Central Government to protect Environment in India.

2.1 Advanced Financial Accounting

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

- Understand and compute the amount of claim for loss of stock and the concept of loss of profit.
- Deal with the inter-departmental transfers and their accounting treatment.
- Prepare financial statements from incomplete records.

- Learn to deal with accounting for royalty transactions.
- Compute Average Due Date and preparation of Account current.

Module No. 1: Insurance Claims for Loss of Stock and Loss of Profit (10 Hrs.) Meaning of fire claim - Features and Principles of Fire Insurance. Concept of Loss of Stock - Loss of Profit and Average Clause. Computation of Claim for loss of stock (including Over valuation and Under Valuation of Stock, Abnormal Items) and application of Average Clause.

Module No. 2: Departmental Accounts (12 Hrs.) Meaning - Advantages - Disadvantages. Method of departmental accounting. Basis of allocation of common expenditure among various departments. Types of departments and inter-department transfers at cost price and invoice price (Theory and proforma journal entries). Preparation Departmental Trading and Profit and Loss Account including inter departmental transfers at Cost Price only.

Module No. 3: Conversion of Single Entry into Double Entry (12 Hrs.) Meaning - Features - Merits - Demerits - Types of Single Entry System - Differences between Single Entry System and Double Entry System - Need and Methods of conversion of Single Entry into Double Entry - Problems on Conversion of Single Entry into Double Entry (Simple Problems only).

Module No. 4: Royalty Accounts (12 Hrs.) Royalty and Royalty agreement - Introduction - Meaning - Definition - Differences between Rent and Royalty - Types of Royalty - Terms used in Royalty – Lessor – Lessee – Short Workings – Irrecoverable Short Workings - Recoupment of Short Workings – Surplus Royalty - Methods of Recoupment of Short Workings – Fixed and Floating methods - Preparation of Royalty Analysis Table (Excluding Government Subsidy) - Journal Entries and Ledger Accounts in the books of Lessee only – i) When Minimum Rent Account is opened ii) When Minimum Rent Account is not opened. Note: Problems including Strikes and Lockouts, but excluding sub-lease.

Module No. 5: Average Due Date and Account Current (10 Hrs.) Average Due Date: Meaning - Concept - Uses of. Calculation of Average Due Date: i) Where amount is lent in one installment ii) Where amount is lent in various installments iii) Taking Grace Days into account iv) Calculation of Due Date few months after date / Sight. Account Current: Meaning – Need and Situation leading to Account Current Preparation Account Current with the help of : i) Interest table. ii) By Means of Product.

2.2 Business Ethics

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

- Understanding the importance of ethical behaviour in business and the community.
- Provide skills for recognising and resolving ethical issues in business;
- Critical self-examination of one's own values, as well as appreciation for the relevance of personal values in the business/workplace.
- Encourage self-reflection on the ethical dimensions of your own decisions in the workplace.

Module No. 1: Nature and Essence of Business Ethics (08 Hrs) Meaning of Ethics, Scope & Importance of Ethics, Types of Ethics. Business Ethics: Introduction, Meaning, Characteristics, Importance, Factors Influencing Business Ethics, Principles & Scope of Business Ethics, Approaches to the study of Business Ethics, Arguments for and against Business Ethics.

Module No. 2: Personal & Professional Ethics (12 hours) Personal Ethics - Meaning, Principles of Personal Ethics, Importance, Emotional Honesty, Virtue of Humility, Karma Yoga concept (Meaning & Principles). Professional Ethics - Concept & Emergence of Professional Ethics, Need for Professional Ethics, Ethical Dilemmas in Profession – Healthcare, Education, Corporate, Social work. Reasons for the crisis of Professional Ethics (Nepotism, favoritism etc.), Moral Entrepreneur (Meaning only).

Module No. 3: Business Ethics in Marketing & Finance (12 hours) Meaning of Marketing, Need of Ethics in Marketing, Ethical dilemmas in Marketing, Unethical practices in Marketing, Ethical issues in Advertising, Promotions and Distribution, Common deceptive marketing practices, Role of Consumerism. Meaning of Finance, Ethics in Finance, Need of Ethics in Finance, Scope & Code of Ethics in Finance, Unethical practices in Finance. Creative Accounting – Definition, Importance and Methods; Earnings Management & Accounting Fraud; Hostile takeovers in India; Case study: Kingfisher Airlines Scam, Satyam Scam.

Module No. 4: Business Ethics in HRM & IT (12 hours) HRM – Meaning, Definition, Need and Types. Areas of HRM ethics, Ethical issues in HR, Unethical practices of HRM, Meaning & Importance of Workplace Ethics, Role of Management in inculcating workplace ethics, Factors shaping ethical behavior at work, Importance of Employee Code of Conduct, Ethical Leadership (meaning). IT – Ethical issues relating to Computer Applications, Information Security, Security Policies & Procedures, Information Protection, Ethical codes in Information Technology, Reducing threat to Information Systems. Objectives and Features of Cyber Laws in India, Objectives and Features of The Information Technology Act 2000, Computer Crime & Computer Viruses – Meaning, Types & Prevention. Ecological Ethics: Environment Protection and pollution control by businesses.

Module No. 5: Corporate Governance & Corporate Social Responsibility (12 hours) 5 Corporate Culture - Meaning, Characteristics, Importance, Positive and negative impact of corporate culture in business, Role of CEOs in shaping business culture. Corporate Governance - Meaning, Scope, Characteristics, Principles, Benefits, Limitations, Corporate Governance Norms, Changes in Corporate Governance issues as per Companies Act 2013. Various Committees on Corporate Governance – Board of Directors, Appointment & Duties; Cadbury Committee, Narasimhan Committee, Narayana Murthy Committee. CSR: Concept, Scope, Types, CSR Principles & Strategies, Importance of CSR in contemporary society, Various models of CSR.

2.3 Banking Innovations

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

- Understand the Banking System in India.
- Understand the procedure involved in opening and operating different accounts. ● Understand the procedure involved in Availing different types of Loans.
- Examine the different types of negotiable instruments & their relevance in the present context.
- Understand the technology in Banking.

Module No. 1: Banking System in India (12 Hrs) Meaning, Definitions and Features of a Bank. Meaning, Definitions and Features of Banking. Features of Indian Banking System. Reserve Bank of India – Role and Functions. Commercial Banks - Meaning, Nature and Functions. Special types of banks - Women Bank, Payments Bank, Savings Bank, Microfinance Banks, Regional Rural Banks, Foreign Banks, Industrial Development Banks, Cooperative Banks, Agricultural Development Banks.

Public Sector and Private Sector Banks. Banking Sector Reforms - Narasimham Committee Report – I and II. Basel Norms I, II and III. CIBIL – Meaning, Objectives, Features and Benefits.

Module No. 2: Banker and Customer Relationship (10 Hrs) Meaning of Banker and Customer. Importance of Banker-Customer Relationship. Types of Banker Customer Relationship - Special and General Relationship - Debtor and Creditor, Pledger and Pledgee, Licensor and Licensee, Bailor and Bailee, Trustee and Beneficiary, Agent and Principal , Advisor and Client. Termination of Relationship. Statutory Protection available to a Banker. Meaning Duties and Responsibilities of Collecting Banker, Paying Banker, Lending Banker. Banking Ombudsman – Meaning, Features and Benefits.

Module No. 3: Banking Products (18 Hrs) Bank Accounts - Savings Bank Account, Current Account, Recurring Deposits Account, Fixed Deposits Account, Non Resident Indians Accounts, Pigmy Deposit Accounts, Other Special Accounts, Procedures and Documents involved in opening bank accounts (Online and Offline). Bank Advances - Principles of Bank Lending, Kinds of Loans – Short-term Loans, Cash Credit, Overdraft, Pledge, Hypothecation, Discounting and Purchase of Bills of Exchange, Letters of Credit, Retail Banking Services - Home loans, Auto Loans, Personal loans, Safe Lockers, Jewel Loans, Consumer Durable Loans, Education Loans. Auxiliary Services - Investment Services, Insurance services, Currency Exchange, Household payment services. Negotiable Instruments: Meaning, Definitions, Features and Types of Negotiable Instruments. Parties to Negotiable Instruments. Crossing, Endorsements, Payments and Collection of Cheques. Dishonour of Cheques and Cheques Truncation System.

Module No. 4: Innovations in Banking (10 Hrs) 7 Meaning and need of Banking Innovations. Core banking, E-Banking, Telebanking, Internet Banking, Mobile Banking, NEFT, RTGS, EFT, UPI, IMPS, ATM, ATM Card, Debit Card, Credit Card, Truncated Cheques, MICR Cheques, Crypto Currency, Central Bank Digital Currency, SWIFT.

Module No. 5: Technologies used in Banking (06 Hrs) Types of Technology used in Banking - Augmented Reality, Block Chain, Robotic Process Automation, Quantum Computing, Artificial Intelligence, API Platforms. Prescriptive security - Meaning, Features and Benefits.

1.1 Financial Accountancy

Course Outcomes: On successful completion of the course, the Students will be able to

- Understand the Basic Concepts of Accountancy
- Exercise the accounting treatments for consignment transactions & events in the books of consignor and consignee.
- Demonstrate various accounting treatments for dependent branches
- Learn various methods of accounting for hire purchase transactions.
- Outline the emerging trends in the field of accounting
- Demonstrate e-Treatment of Accountancy

Module No. 1: Introduction to Accountancy (10 Hrs.) Introduction – Meaning, Definition of Accounting – Uses & Users of Accounting – Accounting Principles - Accounting process – Types of Reconciliation (Concepts) – Recognition of Capital & Revenue and Problems on Accounting Equation (Operating in Spreadsheet).

Module No. 2: Consignment Accounts (12 Hrs.) Introduction-Meaning of Consignment - Consignment Vs Sales -Proforma Invoice -Accounts Sales -Types Commission - Accounting for Consignment Transactions & Events in the books of Consignor only - Treatment of Normal & Abnormal Loss. - Valuation of Closing Stock-Goods sent at Cost Price and Invoice Price. (Operating in Spreadsheet)

Module No. 3: Accounting for Branches (12 Hrs.) Introduction – Meaning – Objectives – Types of Branches –Meaning and features of Branches - Dependent Branches – Independent Branches – Foreign Branches – methods of Maintaining books of Accounts by Head office – Meaning & Feature of Debtor system, stock & Debtor system, wholesale branch system and Final Account system – Supply of Goods at Cost Price & Invoice Price - Problems on preparation of Dependent Branch A/c in the books of Head Office under Debtor system only. (Operating in Spreadsheet)

Module No. 4: Leasing & Hire Purchase (14 Hrs.) Leasing – Elements of lease – Major Components of Lease Agreement – Types of Leasing – Leasing Financial institution in India. (Theory) - Hire Purchase - Meaning of Hire Purchase and Instalment Purchase System- difference between Hire Purchase and Instalment Purchase – Important Definitions – Hire Purchase Agreement – Hire Purchase Price – Cash Price – Hire Purchase Charges – Net Hire Purchase Price – Net Cash Price – Calculation of Interest – Calculation of Cash Price – Journal Entries and Ledger Accounts in the books of Hire Purchaser (Asset Accrual Method only). (Calculation of EMI in Spreadsheet)

Module No. 5: Emerging Trends in Accounting (08 Hrs.) 3 Digital Transformation of Accounting-Big Data Analytics in Accounting- Accounting through Cloud Computing - Green Accounting - Human Resource Accounting - Inflation Accounting - Database Accounting (Concepts only)

1.2 Business Management & Start-ups

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

- Design and demonstrate the strategic plan for the attainment of organizational goals.
- Compare and choose the different types of motivation factors and leadership styles.
- Understand startups Opportunities and Financial Issues of Startups
- Understand the support extended by Incubators & Major Startups Incubators in India.
- Understands Government Initiatives for Startups in India.

Module No. 1: Principles & Functions of Management (12 Hrs) Introduction – Meaning – Definitions – Importance & scope of management - Principles of Management. Managerial Functions: Meaning, Definition, Characteristics, benefits & Limitations of Planning, organizing, Directing, Coordinating & Controlling - Task & Responsibilities of Professional Manager.

Module No. 2: Leadership & Motivation (14 Hrs) Leadership: concept – Importance – Major Theories of leadership (Likert's scale Theory, Blake & Mouton's Managerial Grid theory, House Path Goal theory, Fred Fielder's situational leadership). Modern Leadership styles in the changing world (Charismatic leadership, Transformational leadership, Visionary Leadership, Transactional Leadership, Servant Leadership, Situational Leadership). Motivation: Concept & importance of Motivation – Contemporary Motivation Theories (Expectancy Theory, Equity Theory, Goal Setting Theory, Reinforcement theory)

Module No. 3: Startups & Its Financial Issues (10 Hrs) Introduction- Meaning – Features – Types of Startups – Ideation – Design Thinking, Entrepreneurship Lessons for Startups, 3 Pillars to Initiate startup (Handholding, Funding & Incubation). Startup Financial issues: feasibility Analysis- The cost &

Process of Raising capital – Unique Funding issues of a High tech Ventures – funding with equity – Financing with debt – funding strategies with bootstrapping – Crowdfunding – Venture Capital.

Module No. 4: Incubation Support to startups (10 Hrs) Introduction- Meaning & definition of Incubation support – Objectives & Functions of Incubation Centers - Services Types – Incentives for Incubators – Role of Incubators in startup Policy, List of Major Startups Incubators in India - Case studies on Startups.

Module No. 5: Government Initiatives for Startups in India (10 Hrs) Government Initiatives – Startup India Initiative, Seed Fund – ASPIRE –SAMRIDDHI Scheme – Mudra Scheme (Sishu, Kishore & Tarun) – ATAL Innovation Mission – MSME Multiplier Grants Scheme – Credit Guarantee fund trust for micro & small business – Software Technology Park – Venture Capital Assistance Scheme – Single Point Registration scheme – M-SIPS – Self Employment & Talent Utilization (SETU)

1.3 Principles of Marketing

Course Outcomes: On successful completion of the course, the Students will be able to

- Understand the basic concepts of marketing and assess the marketing environment.
- Analyse the consumer behaviour in the present scenario and marketing segmentation.
- Discover the new product development & identify the factors affecting the price of a product in the present context.
- Judge the impact of promotional techniques on the customers & importance of channels of distribution.
- Outline the recent developments in the field of marketing.

Module No. 1: Introduction to Marketing (12 Hrs) Fundamentals of Marketing : Importance and Scope of Marketing; Elements of Marketing Mix; Approaches of Marketing. Analyzing the Marketing Environment: Components of Environment; Micro & Macro Environment; Environment specific to the firm; Global Environment , consumer environment, technology environment, competition environment. Value Philosophy in Marketing: Understanding the value philosophy, Meaning of value; Value Creation and Delivery; Value Delivery Process; Value Delivery and Upstream Marketing; Value Innovation; Co-creation of value

Module No. 2: Consumer Behaviour & Market segmentation (12 Hrs) Introduction - Factors influencing Consumer Behaviour; Buying Decision Process; Theories of Consumer Decision Making Marketing Research Key terms and process of market research; Role of Market Research in the decision making system. Market Segmentation, Targeting, Differentiation & Positioning: Levels of Segmentation; Basis for Segmenting Consumer and Business Markets; Market Targeting , Developing, Communicating and Positioning Strategy.

Module No. 3: Product and Pricing Strategy (12 Hrs) Product Levels; Classifying products; Product Range, Line, Mix; Product Life Cycles; New Product Development, New Service Development; Stages of Product Development; Adoption Process. Pricing to Capture Value: Pricing Environment; Consumer Psychology & Pricing; Pricing Philosophy; Methods of Pricing; Price Adaptations; Initiating Price Changes; Responding to Competitors' Price Changes

Module No. 4: Marketing Channels & Promotional Strategy (12 Hrs) Marketing channels, Functions; Physical Distribution. and Value Networks; Channel Design Decisions; Channel Management Decisions; Channel Integration and Systems; E-commerce, E- Retailing. Promoting Value: Marketing

Communications; Personal Influencers; Marketing Communications Mix - Advertising, Sales Promotion, Personal Selling, Direct Marketing; Public Relations.

Module No. 5: Advancements in Marketing: (Concepts only) (08 Hrs) Advancements in Marketing - Social Marketing, online marketing - Search Engine Optimization (SEO)- Green marketing, Rural Marketing; Mobile Marketing - Marketing Analytics - Social Media Marketing - Email Marketing - Live Video Streaming Marketing - Network Marketing, Affiliate Marketing , Chatbots, Influencer Marketing, Global Marketing, Experiential Marketing, Relationship Building and Customer Retention, Strategic Alliances and Networks.

1.4 Digital Fluency

Course Outcomes: On successful completion of the course, the Students will be able to

- Understand the Fundamentals of computers.
- Work in Word Processor effectively.
- Discover the arena of the Internet and its possibilities.
- Effectively communicate through Email

Module No. 1: Fundamentals of Computer (04 Hrs) Introduction – Objectives - Computer, Mobile/ Tablet and their application - Components of a Computer System - Central Processing Unit- Common Input & Output devices - USB ports and Pen Drive - Connecting Power cord, Keyboard, Mouse, Monitor and Printer to CPU

Module No. 2: Word Processor (16 Hrs) Introduction – Objective -Word Processing Basic - Opening Word Processing Package - Title Bar, Menu Bar, - Toolbars & Sidebar - Creating a New Document - Opening and Closing Documents- Opening Documents - Save and Save As - Closing Document - Using The Help - Page Setup - Print Preview - Printing of Documents - PDF file and Saving a Document as PDF file - Document manipulation & Formatting - Text Selection - Cut, Copy and Paste - Font, Color, Style and Size selection - Alignment of Text - Undo & Redo - Spelling & Grammar - Shortcut Keys

Module No. 3: Internet (04 Hrs) Introduction – Objectives – Internet - protocols: HTTP, HTTPS, FTP - Concept of Internet & WWW - Website Address and URL - Applications of Internet - Modes of Connecting Internet (Hotspot, Wi-Fi, LAN Cable, Broadband, USB Tethering) - Popular Web Browsers (Internet Explorer/Edge, Chrome, Mozilla Firefox,) - Exploring the Internet - Surfing the web - Popular Search Engines - Searching on Internet

Module No. 4: E-mail (04 Hrs) Introduction -Objectives - Structure - protocols: SMTP, IMAP, POP3 - Opening Email account - Mailbox: Inbox and Outbox - Creating and Sending a new E-mail - CC – BCC-Replying -Mail Merge- Forwarding - attachments – Scheduling – Password Protect – Delete.

Name of the Program: Bachelor of Arts (Tourism) – 3rd Semester

Course Code: DSC T6

Title of the Course: Entrepreneurial Skills for Tourism

Course Credits	No. of Hours per week	Total No. of Teaching Hours
3 Credits	3Hrs	42 Hrs

Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,

Course Outcomes: On successful completion of the course, the Students will be able to

- To empower the students with knowledge of entrepreneurship skills, especially in relation to tourism and travel industry.
- To give formal instructions and training to students to be future managers of the Event Industry
- To encourage the students to set up their own enterprises in the field of skill and event management.
- To acquaint the student with the procedures for starting a Tourism business venture.

Syllabus

Module No. 1: Entrepreneurship (12 Hrs)

Meaning and importance of entrepreneur, Entrepreneurship - Factors influencing entrepreneurship, Pros and Cons of being an entrepreneur, Women entrepreneurs- problems and promotion, Types of Entrepreneurs, Characteristics of a successful entrepreneur, Competency requirement for entrepreneurs - Awareness of self-competency and its development.

Module No. 2: Entrepreneurship in Tourism and Hospitality Industry (12 Hrs)

Event Management -Scope of Event Management - Conventions, Exhibitions, Meetings - Event planning, Key characteristics, Activities conceptualizing and designing events – event planning, five Cs of events - Key steps to successful events - Characteristics and complexities of events – Emerging areas of entrepreneurship in Travel sector, Tour operations and Hospitality - Home stays.

Module No. 3: Business Concept & Business Plan (07 Hrs)

Business enterprise – definition, significance, types, steps involved in starting a business venture – formalities, licensing and registration procedures- Financial, technical and social feasibility of the project. Definition of Business Plan- its importance- Preparing Business Plan - Financial aspects of the Business Plan -Marketing aspects of the Business Plan - Human Resource aspects of the Business Plan - Technical aspects of the Business Plan - Social aspects of the Business Plan - Problems and prospects of Business Plan.

Module No. 4: Small Scale Industries (06 Hrs)

Definition, Importance and role played by SSI in the development of the Indian economy - Problems faced by SSI and the steps taken to solve the problems - Policies governing SSI's.

Module No. 5: Finance and Entrepreneurship (05 Hrs)

Implementation of the project - Financial assistance through SFC's, SIDBI, Commercial banks, KSIDC, KSSIC, IFCI. Non-financial assistance from DIC, SISI, EDI, SIDO, AWAKE, TCO, TECKSOK, KVIC.

Skill Developments Activities:

Case study on the following:

- a) Women entrepreneurs in service sector.
- b) Entrepreneurial experiences from Tourism sector.
 - Role played by KSSIDC for the implementation of the project
 - Steps involved in starting a Tourism business venture (village or rural ventures).

B.Sc. Biotechnology (Basic / Hons.), Second Semester

Course outcome (Cos) :

1. Understand the basics of instrumentation
2. Understand concepts in Biotechnology and demonstrate knowledge acquired in interdisciplinary skills in microbiological methods
3. Comprehend the structure of microbial cells and its organelles
4. Understand the components of microbiological techniques
5. Understand the basic principles of anti microbial agents
6. To explain the assessment of anti microbial activity

Content of Course 01: Theory: DSC-T2BTC102: Microbiological Methods	56 h
Unit – 1: Instrumentation	14 h
UNIT 1. INTRODUCTION TO GENERAL MICROBIOLOGY.	
Microscopy: Principles of Microscopy-resolving power, numerical aperture, working principle and applications of light, compound microscope, Dark field microscope, Phase contrast microscope, Fluorescence microscope, confocal microscope. Electron microscopes - TEM and SEM.	
Unit – 2: Sterilization techniques	14 h
Definition of terms - sterilization, disinfectant, antiseptic, sanitizer, germicide, microbicidal agents, microbiostatic agents and antimicrobial agents. Physical methods of control: Principle, construction and applications of moist heat sterilization Boiling, Pasteurization, Fractional sterilization - Tyndallization and autoclave. Dry heat sterilization – Incineration and hot air oven. Filtration– Diatomaceous earth filter, Seitz filter, membrane filter and HEPA; Radiation: Ionizing radiation – γ -rays and non-ionizing radiation – UV rays Chemical methods: Alcohols, aldehydes, phenols, halogen, metallic salts, Quaternary ammonium compounds and sterilizing gases as antimicrobial agents.	
Unit – 3: Microbiological techniques	14 h
Culture Media: Components of media, natural and synthetic media, chemically defined media, complex media, selective, differential, indicator, enriched and enrichment media Pure culture methods: Serial dilution and plating methods (pour, spread, streak); cultivation, maintenance and preservation/stocking of pure cultures; cultivation of anaerobic bacteria Stains and staining techniques: Principles of staining, Types of stains-simple stains, structural stains and differential stains.	
Unit – 4: Antimicrobial agents and assessment of antimicrobial activity	14 h
Modes of action of antimicrobial agents: Antifungal agents; Amphotericin B, Griseofulvin Antiviral agents; Amantadine, Acyclovir, Azidothymine Antibacterial agents; Plazomicin, Ervacycline, Omadacyclin and imipenem Challenges in antimicrobial therapy; Emergence of resistance (MDR, XDR) Assessment of antimicrobial activity:	

Antibacterial- Disc and agar well diffusion techniques, Microdilution method, Zones of inhibition, MBC, Determination of IC 50.

Antifungal- Determination of MFC, Time kill kinetics assay, sorbitol assay,

Antiviral- CPE, virus yield reduction assay, TCID, Neutralization assay,
Haemagglutination inhibition.

**SYLLABUS PERTAINING TO MBA DEGREE OF BANGALORE
UNIVERSITY**

**Revised MBA (Day & Evening) Syllabus for the Academic Year
2021-2022**



**CANARA BANK SCHOOL OF MANAGEMENT STUDIES
BANGALORE UNIVERSITY**

Dear all,

Dr Y Nagaraju, Professor, and I thank all the Director/Heads of affiliated MBA Institutions who supported us in this endeavour of upgrading the MBA Syllabus.

Our special thanks to:

Dr S R Sridharamurthy, President, NSB Academy and team,

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Grateful thanks to all the members of the MBA Board of Studies.

Dr. Cynthia Menezes,

Director, Canara Bank School of Management Studies, Bangalore University,

Dean, Faculty of Commerce and Chairperson, Board of Studies of MBA

COURSE MATRIX

Course Matrix of I Semester MBA (DAY)

Paper Code	Subject	Credit	Contact Hours	I.A.	U.E.	Total Marks
1.1	Economics for Managers	4	60	30	70	100
1.2	Organizational Behaviour	4	60	30	70	100
1.3	Accounting for Managers	4	60	30	70	100
1.4	Statistics for Management	4	60	30	70	100
1.5	Marketing for Customer Value	4	60	30	70	100
1.6	Legal Aspects and Intellectual Property Rights	4	60	30	70	100
1.7	Managerial Skills-1	2	30	30	70	100
Total		26	390	210	490	700

Course Matrix of II Semester MBA (DAY)

Paper Code	Subject	Credit	Contact Hours	I.A	U.E	Total Marks
2.1	Technology for Management	4	60	30	70	100
2.2	Management Research Methods	4	60	30	70	100
2.3	Entrepreneurship & Ethics	4	60	30	70	100
2.4	Human Capital Management	4	60	30	70	100
2.5	Financial Management	4	60	30	70	100
2.6	Quantitative Techniques and Operation Research	4	60	30	70	100
2.7	Managerial Skills-2	2	30	30	70	100
Total		26	390	210	490	700

Course Matrix of I Semester MBA (Evening)

Paper Code	Subject	Credit	Contact Hours	I.A.	U.E.	Total Marks
1.1	Economics for Managers	4	60	30	70	100
1.2	Organizational Behaviour	4	60	30	70	100
1.3	Accounting for Managers	4	60	30	70	100
1.4	Statistics for Management	4	60	30	70	100
1.5	Marketing for Customer Value	4	60	30	70	100
1.6	Legal Aspects and Intellectual Property Rights	4	60	30	70	100
				180	420	600
1.7	Project Work- I	2	-	-	-	100
Total		26				700

Course Matrix of II Semester MBA (Evening)

Paper Code	Subject	Credit	Contact Hours	I.A	U.E	Total Marks
2.1	Technology for Management	4	60	30	70	100
2.2	Management Research Methods	4	60	30	70	100
2.3	Entrepreneurship & Ethics	4	60	30	70	100
2.4	Human Capital Management	4	60	30	70	100
2.5	Financial Management	4	60	30	70	100
2.6	Quantitative Techniques and Operation Research	4	60	30	70	100
				180	420	600
2.7	Project Work-11	2				100
Total		26				700

MBA COURSE MATRIX-YEAR 2

III SEMESTER	IV SEMESTER
CORE COURSES	
3.1. Strategic Management and Corporate Governance	4.1. International Business
3.2. Project and Operations Management	

III SEMESTER	IV SEMESTER
3.3 FINANCE	4.2 FINANCE
3.3.1 Business Valuation and Value Based Management	4.2.1 Financial Techniques for Strategic Decision-making
3.3.2 Indian Financial Systems	4.2.2 International Financial Management
3.3.3. Investment Analysis and Management	4.2.3 Risk Management and Derivatives
3.3.4. Business Analytics using Excel	4.2.4 Data Analysis and Visualization using Tableau
3.4 MARKETING	4.3 MARKETING
3.4.1 Retailing Management and Services	4.3.1 Strategic Brand Management
3.4.2 Consumer Behaviour	4.3.2 Marketing Research and Metrics
3.4.3 Rural and Agricultural Marketing	4.3.3 Digital Marketing
3.4.4. Business Analytics using Excel	4.3.4 Data Analysis and Visualization using Tableau
3.5 HUMAN RESOURCES	4.4 HUMAN RESOURCES
3.5.1 Learning And Development	4.4.1 Strategic HRM
3.5.2 Team Dynamics at work	4.4.2 International HRM
3.5.3 Performance Management Systems	4.4.3 Talent and Knowledge Management
3.5.4 Business Analytics using Excel	4.4.4 Data Analysis and Visualization using Tableau
3.6 HEALTHCARE MANAGEMENT	4.5 HEALTHCARE MANAGEMENT
3.6.1 Perspectives On Health Care Sector	4.5.1 Basic Management Aspects of Health Care
3.6.2 Management Of Public Health Systems	4.5.2 Strategic Management in Health Care Settings

3.6.3 Health Economics	4.5.3 Management of Hospital Services
3.6.4. Business Analytics using Excel	4.5.4 Data Analysis and Visualization using Tableau
3.7 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)	4.6 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)
3.7.1 Strategic Credit Management In Banks	4.6.1 Banking Technology and Management
3.7.2 Insurance Planning & Management	4.6.2 International Financial Management
3.7.3 Indian Financial System	4.6.3 Risk Management for Banks and Insurance Companies
3.7.4. Business Analytics using Excel	4.6.4 Data Analysis and Visualization using Tableau
3.8 STARTUPS AND SMES MANAGEMENT	4.7 STARTUPS AND SMES MANAGEMENT
3.8.1 Perspectives On Start-ups And SME	4.7.1 Technology and Innovation
3.8.2 Basic Management Aspects Of Small Business	4.7.2 Internationalization of SMEs
3.8.3 Establishment Of SMEs	4.7.3 Management of Start-ups
3.8.4. Business Analytics using Excel	4.7.4 Data Analysis and Visualization using Tableau
3.9 BUSINESS ANALYTICS	4.8 BUSINESS ANALYTICS
3.9.1 Data Science Using R And Python	4.8.1 Data Visualisation
3.9.2 Advanced Statistical Methods For Business Decision Making	4.8.2 Business Forecasting
3.9.3 Analytics For Decision Making	4.8.3 Data Warehousing and Data Mining
3.9.4. Business Analytics using Excel	4.8.4 Data Analysis and Visualization using Tableau
3.10 LOGISTICS AND SUPPLY CHAIN MANAGEMENT	4.9 LOGISTICS AND SUPPLY CHAIN MANAGEMENT
3.10.1 Inventory Management	4.9.1 Supply Chain Planning and Strategies
3.10.2 Supply Chain Management	4.9.2 Global Procurement and Sourcing
3.10.3 Logistics Management Systems and Practices	4.9.3 Vendor Management
3.10.4. Business Analytics using Excel	4.9.4 Data Analysis and Visualization using Tableau

**Name of the Program: Master of Business
Administration**

Course Code:1.1

Name of the Course: Economics for Managers

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Learning Objectives:

1. To introduce the concepts of Scarcity and Efficiency.
2. To explain principles of micro-economics relevant to managing an organization.
3. To describe principles of macroeconomics to understand the economic environment of business.
4. To learn the basic Micro and Macroeconomic concepts.
5. To have an understanding of Demand, Production, Cost, Profit and Market competitions with reference to a firm and industry.

Course Outcomes: On successful completion of the course, the students will be able to;

1. Understand the application of Economic Principles in Management decision making.
2. Learn the micro economic concepts and apply them for effective functioning of a Firm and Industry.
3. Understand, assess and forecast Demand.
4. Apply the concepts of production and cost for optimization of production.
5. Design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.

Module 1: Introduction

8 HOURS

Introduction to Managerial Economics, Economic Systems, Principles of managerial economics, Integration with other managerial decision-making process, Tools and analysis for optimization, Role of Government and private sector, Competition Vs Cooperation. Relationship with other management subjects. Production Possibility Frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Microeconomies and Macroeconomies – the role of markets and government – Positive Vs Negative externalities.

Module 2: Demand and Supply Analysis

10 HOURS

Definition of demand, Law of demand and its determinants and exceptions, elasticity of demand and supply, movement along the demand curve and shift in demand curve, Demand and supply relationship. Definition of supply, Law of supply, Movement along the supply curve and shift in supply curve. Relationship of Revenue and elasticity of demand, Methods of Demand forecasting and its use in demand. Interpretation of Quantitative and Qualitative demand techniques- model specification using regression and OLS.

Module 3: Consumer and Producer Behavior

12 HOURS

Introduction to Consumer behavior, Utility, Cardinal approach, Ordinal approach, Consumer's equilibrium using Indifference curve analysis and Consumer surplus, Application of Indifference curve analyses Market, Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale, ISO-Quants & ISO-Cost line, – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function, Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).

Module 4 Market Structure and Pricing Practices:

12 HOURS

Different Market structure, features, determination of price under perfect competition and equilibrium in the short run and the long run, Monopoly - features, equilibrium condition, Price discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition Oligopoly: Features, Kinked demand

Curve, Cartels, Price leadership., Game theory-types, static and dynamic games
Pricing Approaches: Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

Module 5: Business Environment and Economy Performance 10 HOURS

Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment, Macro-economic aggregates – circular flow of macroeconomic activity – National income determination– Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect.

Module 6: Industrial Policies 8 HOURS

Industrial Policies of India, New Industrial Policy 1991; Private Sector- Growth, Problems and Prospects, SMEs –Significance in Indian economy-problems and prospects. Fiscal policy and Monetary Policy. Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.

Skill Development Activities:

1. Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
2. Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.
3. Preparing a Project proposal for a Business Venture.

SUGGESTED READINGS:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, (2019), Economics, 20th ed, Tata McGraw Hill, New Delhi.
2. Ritika Sinha : Managerial Economics, SBPD Publishing House
3. Richard Lipsey and Alec Charystal, (2015), Economics, 13th edition, Oxford, University Press, New Delhi.

4. Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). Managerial economics.
John Wiley & Sons.

References:

1. H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, (2019), Managerial Economics, 8th Edition, Pearson Education
2. Dominick, S., Siddhartha K. Rastogi (2018) Managerial Economics, Eighth Edition,
Oxford University Press.

Name of the Program: Master of Business Administration		
Course Code: 1.2		
Name of the Course: Organizational Behaviour		
Course Credits	No. of Hours per Week	Total No. Of Teaching Hours
4 Credits	4 Hrs.	60 Hrs
<p>Course Learning Objectives:</p> <ol style="list-style-type: none"> 1. To understand the nature of organization and interaction between individuals and the organization. 2. To acquire the knowledge, skills and behaviors to work in different teams and situation to work in global environment 		
<p>Course Outcomes: On successful completion of the course, the students will be able to;</p> <ol style="list-style-type: none"> 1. Demonstrate understanding and application of Concepts and principles of Organizational behavior, perception and personality. 2. Improving practical experience in the field of Management and Organization Behaviour 3. Develop skills and ability to work in groups to achieve organizational goals. 4. Develop a greater understanding about Behavioral aspects to analyze the concepts related to individual behavior, attitude, and personality. 5. Design motivational techniques for job design, employee involvement, incentives, rewards & recognition. 		
Module 1: Nature and Principles of Management		8 HOURS
Evolution of management, Indian contributions to Management practices roles and skills of managers, Foundations of OB, OB models, reasons and benefits of studying OB, OB is an Inter-disciplinary subject, challenges and opportunities of OB.		
Module 2: Personality		10 HOURS
Shaping of personality, types of personalities, determinants of personality, personality and work perception, process of perception and managing the perception process, perception influencing decision making and ethical issues in decision making from an individual and Organization perspective. Learning, explicit and implicit knowledge, principles of learning, learning process and theories of learning, Organizational reward system. Attitudes, changing and work-related attitudes, components and types of attitudes, values and Human dignity		
Module 3: Motivation Theories		12 HOURS

Motivation across cultures, managerial issues and motivational challenges, Motivation in work settings, employee Involvement, Organizations are social system Stress management, work stress model, stress and performance Group and team dynamics, group development, group decision making, types of teams, team vs groups, team issues and effective teamwork. Leadership and management, Theories of leadership, leadership styles and their implications, power and politics, ethics of power and politics.

Module 4: Communication and Conflict

8 HOURS

Organization communication, methods and tools used in communication, informal communications, changing views of conflict, the process of conflict, conflict resolution, effects of conflicts in organization, Transactional analysis, Johari window.

Module 5: Organizational Structure and Types

12 HOURS

Organization structure, organizational design and organizations for future Organizational culture creating and sustaining a positive culture, effects of culture, types of culture in the organization changing culture.

Module 6: Organizational Development

10 HOURS

Types of change, forces for change in organizations, resistance to change, Organizational development, human resource policies and methods of OD.

Skill Development Activities:

- Students will be divided into groups to identify, analyze, and develop a plan for resolving a key problem that an organization is facing and to analyze and apply OB concepts in a real organization.
- Identifying any five job profiles and listing out the various types of abilities required for those jobs and also the personality traits required for the jobs.
- Based on learning concept of perception, conduct a role play in an organization to find out the impact of perceptual errors on perceptual interpretation.
- Develop few questions, interact with people in the organization to observe their personality and reaction

Suggested Readings:

1. Fred Luthans, "Organizational Behaviour", (2019) 12th Edition, McGraw Hill International Edition

2. Stephen P. Robbins, "Organizational Behaviour, (2018) , 8th Edition, Prentice Hall
3. Buchanan, D. A., & Huczynski, A. A. (2019). Organizational behaviour. Pearson UK.

References

1. Aswathappa K, (2017), Organizational Behaviour (Text, Cases and Games). 12th Edition, Himalaya Publication House.

Name of the Program: Master of Business Administration Course Code:1.3 Name of the Course: Accounting for Managers		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4Hrs	60 Hrs
Course Objectives: <ol style="list-style-type: none"> 1. To introduce students to Accounting Process, Accounting Standards and modern accounting software and IFRS. 2. To orient the students about Financial Statements, its analysis and interpretation for decision making. 3. To provide skills for eliciting information and making decisions. 4. To give knowledge on the latest trends and developments in the field of accounting. 		
Course Outcomes: By the end of this course, a student would be able to; <ol style="list-style-type: none"> 1. Demonstrate theoretical knowledge and its application in real time accounting. 2. Capable of preparing financial statement of companies. 3. Independently undertake financial statement analysis and take decisions. 4. Comprehend emerging trends in accounting and computerization of accounting systems. 		
Course Contents:		
Module One: Conceptual Basis for Accounting		10 HOURS
Introduction, Meaning and definition, understanding forms of Business Organizations, Framework and process of Accounting (Journalizing business transactions, posting into ledger accounts and preparation of Trial Balance), objectives and purpose of accounting information, users of Accounting information, Branches of Accounting, Basic terminology, Fraud and Ethical Issues in accounting.		
Module Two: Orientation to Financial Statement		10 HOURS
Financial Statements of Companies: Income statement, Balance sheet, Statement of Changes in Equity, Cash Flow Statement and Notes to accounts – Terms and Jargons		

in financial statements, accounting concepts and conventions. Orientation to Indian Accounting Standards.

Module Three: Analyzing and Interpreting Financial Statements 12 HOURS

Objectives of financial statements analysis, sources of information, standards of comparison, Quality of earnings, window dressing, Beating window dressing, Presentation of Financial Statements for analysis and interpretation. Analyzing financial statements - Ratio Analysis, Du-Pont Model, Altman's Z score, Modified C Score, Piotroski's F Score; Trend Analysis, Comparative Statements, Common Size Statements; Reading Cash Flow Statement.

<p>Module Four: Orientation to Cost Accounting</p> <p>Meaning of Costs, Classification of Costs on the basis on elements, functions and behaviour. Costascertainment – preparation of Cost Sheet.</p> <p>Module Five: Managerial Decision-making</p> <p>Cost Management – Techniques for controlling and reducing cost – Marginal Costing and CVP Analysis, Decision areas – Make or Buy, Profitable Product Mix and Addition of a New product line Budgetary Control – Preparation of Flexible budgets and reporting of variances.</p> <p>Module Six: Trends and Developments in Accounting</p> <p>Orientation to Accounting Packages. Cloud Accounting, Responsibility Accounting, ForensicAccounting, Human Resource Accounting, Corporate Social Reporting (Triple Bottom Line), Environmental Accounting.</p>	<p>8 HOURS</p> <p>12 HOURS</p> <p>8 HOURS</p>
<p>Skill Development Activities:</p> <ul style="list-style-type: none"> ➤ Preparation of Financial Statements using quarterly / yearly transactions of a small businessenterprise ➤ Listing the contents of Annual Reports of at least 10 companies ➤ Analyzing performance of a company based on its annual report, using DU PONT Model, Altman’s ZScore and Piotroski’s F Score. ➤ Eliciting information from annual report and presenting it for facilitating decision making Hands-on practice on any accounting software. 	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Narayanaswamy R (2019), Financial Accounting – A Managerial Perspective, Eight Edition, PHI Learning Pvt. Ltd. Publication. 2. Jain and Khan (2020), Management Accounting- Text, Problems and Cases, Sixth Edition, Tata McGraw Hill Publication. 3. S.N Maheswari & S.K Maheswari, (2018), Corporate Accounting, Sixth Edition, Vikas Publishing House Pvt. Limited. 	

References:

1. Prasanna Chandra (2017), Finance Sense- Finance for Non- finance Executives, Sixth edition, Tata McGraw Hill Publication.
2. Anthony Robert and S Recce James (2019), Accounting Principle, Sixth Edition, A.I.T.B.S Publication.

Name of the Program: Master of Business Administration

Course Code:1.4

**Name of the Course: Statistics for
Management**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
Credits: 4	Hours: 4	60 Hrs

Course Learning Objectives:

1. To elevate students' awareness of data in everyday life and prepare them for a career in today's age of information
2. To have a proper understanding of Statistical applications in Management.
3. To develop statistical literacy skills in students in order to comprehend and practice statistical ideas at many different levels
4. To learn some common and simple concepts of applied statistics which will be useful to them while analyzing data sets obtained from different scientific experiments.
5. To promote the practice of the scientific method in our students: the ability to identify questions, collect evidence (data), discover and apply tools to interpret the data, and communicate and exchange results.
6. To provide students with the foundations of probabilistic and statistical analysis mostly used in varied applications.

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

1. Acquire knowledge of statistics and its scope and importance in various areas.
2. Achieve statistical literacy and will be able to find ways to move beyond the-what of statistics to the how and why of statistics.
3. Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis.
4. Critically evaluate the underlying assumptions of analysis tools.
5. Identify the type of statistical situation to which different distributions can be applied.
6. Demonstrate understanding of the concepts of time series and its applications in different areas.

COURSE CONTENTS

MODULE 1- Introduction to Statistics

10 HOURS

Statistical Data: Primary and Secondary data – Sources of Data – Classification of data
- Frequency Distribution – Diagrammatic and Graphic Representation of Data – Graphs
– Advantages and Limitations of Diagrams and Graphs - Tabulation: Types of Tables-
Construction of one way and two way tables. Measures of central tendency: Mean,
Median and Mode and their implications, Measures of Dispersion: Range, Mean
deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis

MODULE 2: Correlation & Time Series

12 HOURS

Correlation Analysis: Positive and Negative Correlation, Karl Pearson's Coefficient of
Correlation, Spearman's Rank Correlation, Concept of Multiple and Partial Correlation.
Regression Analysis: Concept, Least Square fit of a Linear Regression, Two lines of
Regression, and properties of Regression coefficients. Time series analysis: Concept,
Additive and Multiplicative models, Components of time series. Trend analysis: Least
Square method, Linear and Non- Linear equations, Exponential shooting method,
Applications in business decision-making. Index Numbers: Meaning, Types of index
numbers, Uses of index numbers, Construction of Price, Quantity and Volume indices,
Fixed base and Chain base methods

MODULE 3 – Probability and Probability Distribution

10 HOURS

Probability: Concept of probability and its uses in business decision-making; Addition and
multiplication theorems; Bayes' Theorem and its applications. Probability Theoretical
Distributions: Concept and application of Binomial; Poisson and Normal distributions

MODULE 4 - Sampling Distribution and Estimation

8 HOURS

Introduction to sampling distributions, Sampling distribution of mean and proportion,
Sampling techniques. Estimation: Point and Interval estimates for population parameters
of large sample and small samples, determining the sample size.

MODULE 5 - Testing of Hypothesis

12 HOURS

Hypothesis testing: one sample and two sample tests for means and proportions of large
samples (z-test), one sample and two sample tests for means of small samples (t-test),
F- test for two sample standard deviations. ANOVA one and two way – Design of

experiments. Chi-square test for single sample standard deviation, Chi-square tests for independence of attributes and goodness of fit, Rank sum test, Kolmogorov-Smirnov, Mann – Whitney U test and Kruskal Wallis test

MODULE 6 Decision Theory

8 HOURS

Decision Theory – Decision under certainty, Decision making under risk (EMV criteria) and Decision making under uncertainty. Decision Tree – Concept – Construction of Decision Tree and Analysis.

Skill Development Activities:

- Collect primary data by constructing a questionnaire
- Analyze the trend on sales of an automobile industry for past 10 years.
- Assess the degree of relationship between Income and savings of your parents for past 6 months.
- Form a Hypothesis and test for its significance
- Case studies on Decision Tree.

SUGGESTED READINGS

1. P. N. Arora, S. A. (2018), Comprehensive Statistical Methods, S. Chand Publishers, 7th Edition, New Delhi
2. Richard I. Levin, D. S. (2020), Statistics For Management (Seventh Edition ed.), Pearson Publi, 9th Edition, New Delhi
3. Sharma, J. (2014), Busiuness Statistics (4th Edition ed.), Vikas Publishing House Pvt Limited, New Delhi, India
4. T N Srivastava, S. R. (2018), Statistics For Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, India

REFERENCES

1. SC Gupta, Fundamentals of Statistics, Himalaya Publications.2019, latest Edition
2. N.D. Vohra, Business Statistics, Tata McGraw Hill, 2018, latest Edition
3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 12th edition, Thomson (South – Western) Asia, Singapore, 2019.

Name of the Program: Master of Business Administration

Course Code:1.5

Name of the Course: Marketing for Customer Value

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4Hrs	60 Hrs

Course Learning Objectives:

1. Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates.
2. To analyze the motives influencing buying behavior & Describe major bases for segment marketing, target marketing, and market positioning.
3. Identify a Conceptual framework, covering basic elements of the marketing mix.
4. To understand fundamental premise underlying market driven strategies.
5. Giving them hands on practical approach to subject study.

Course Outcomes:

On successful completion of the course, the students will be able to;

1. Develop an ability to assess the impact of the environment on marketing function.
2. To formulate marketing strategies that incorporate psychological and sociological factors which influence buying.
3. Understand concept of Branding, development of product and significance of market segmentation, targeting and positioning.
4. Identifying marketing channels and the concept of product distribution.
5. Identifying techniques of sales promotion, significance of marketing research.

COURSE CONTENT

MODULE 1: Introduction to marketing

12 HOURS

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview. Market Analysis and

Selection: Marketing environment – macro and micro components and their impact on marketing decisions. concept of market segmentation, Bases for market segmentation,

Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning.

MODULE 2: Product Decisions: 8 HOURS

Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

MODULE 3: Distribution Channels: 8 HOURS

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

MODULE 4: Promotion Decisions 12 HOURS

Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

MODULE 5: Marketing Research 8 HOURS

Meaning and scope of marketing research; Marketing research process. Marketing Organization and Control: Organizing and controlling marketing operations

MODULE 6: Issues and Developments in Marketing 12 HOURS

Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

Suggestive Readings:

1. Kotler, Gary, (2019). Principles of Marketing, (16th ed.), Pearson Publications, Noida.
2. Kotler, Kevin Lane, Keller. (2018). Marketing Management (15e ed.), Pearson, Noida:
3. V S Ramaswamy, N. Namakumari. (2018). Marketing Management. (Fifth, Ed.), McGraw Hill Education, New Delhi, India:
4. Michael J. Etzel, Bruce J. Walker, William J. Stanton, Ajay Pandit. (2018). Marketing, 14e ed, McGraw Hill Education, Chennai, India.

References

1. Prachi Gupta, Ashita Aggarwal, Hufrih Majra, Isaac Jacob, Varsha Jain, Ritu Narang. (2017), Marketing Management-Indian Cases, 1st Edition, Pearson, Chennai.
2. Rajan Saxena. (2017). Marketing Management. (Fifth.Ed.), McGraw Hill Education, New Delhi, India.

Name of the Program: Master of Business Administration

Course Code: 1.6

Name of the Course: **Legal Aspects and Intellectual Property**

Rights

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
Credits:4	Hrs:4	60 Hrs

Course Learning Objectives:

1. To find out the key components of intellectual property and their use in business
2. To compare and contrast the different forms of intellectual property from the perspective of nature and subject matter of legal protection.
3. To identify the real-life examples of application of different intellectual property in businesses
4. To analyze the legal disputes involving companies in relation to intellectual property
5. To explain the integration of intellectual property with businesses with examples
6. To develop an ability to apply for the acquisition of different types of intellectual property

Course Outcomes:

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

1. Find out the key components of intellectual property and their use in business.
2. Compare and contrast the different forms of intellectual property from the perspective of nature and subject matter of legal protection.
3. Identify the real-life examples of application of different intellectual property in businesses.
4. Analyze the legal disputes involving companies in relation to intellectual property
5. Explain the integration of intellectual property with businesses with examples
6. Develop an ability to apply for the acquisition of different types of intellectual property

COURSE CONTENT

Module 1: Introduction to Labour Codes, Code on Wages, Occupational Safety, Health and Working Conditions Code. 10 HOURS

Introduction to labor codes, Importance and Evolution of labor codes, comparison of new labor codes and old labor related acts. Code on Wages, 2019; Definitions, Minimum Wages, Payments of Wages, Payment of Bonus, Central and state Advisory board, payment of dues claims and audits, offenses, and penalties, miscellaneous.

Occupational Safety, Health and working Conditions Code, 2020- preliminary definitions, Registration of establishments, duties of employer and employees, occupational safety and health, health safety and working conditions, hours of work and annual leave with wages, maintenance of registers, records and returns, special provisions relating to employment of women, contract labor and interstate migrant workers, offenses and penalties, social security fund, miscellaneous.

Module 2: Social Security Code and Industrial Relations Code 10 HOURS

The Code on Social Security, 2020, preliminary definitions, social security organizations, employees provident fund, employee state insurance corporation, gratuity, maternity benefits, employees' compensation, social security cess, social security for unorganized, gig and platform workers, offenses and penalties, employment information and monitoring, miscellaneous.

Industrial Relations Code, 2020, preliminary definitions, bipartite forums, trade unions, standing orders, notices of change, voluntary reference of disputes to arbitration, mechanism for resolution of industrial disputes, strikes and lockouts, layoff, retrenchment and closure-special provisions, unfair labor practices, offenses and penalties and miscellaneous

Module 3: Information Technology Act, 2000 8 HOURS

IT Act 2000, preliminary definitions, Amendments, digital signature, electronic governance, attribution, acknowledgement and dispatch of electronic records, secure electronic records and digital signature, regulations of certifying authority, duties of subscribers, penalties and adjudication, cyber regulations appellate (tribunal), offenses and miscellaneous.

Module 4: Introduction to IPR

8 HOURS

IPRs – Invention and Creativity, Intellectual Property, Importance and Protection of Intellectual Property Rights (IPRs), A brief summary of patents. Copyrights, Trademarks, Industrial designs, Integrated circuits, Geographical Indications, Establishment of WIPO, Applications and procedures of WIPO

Module 5: Law of Copyrights and Designs

10 HOURS

Introduction to Copyright Law, International Conventions relating to Copyright Law, Core Principles: Idea-Expression Dichotomy, Originality and Fixation Under Copyright Law, Original Literary, Dramatic, Musical and Artistic works, Sound Recording and Cinematograph Films, Authorship, Ownership, Transfer of Rights and Registration of Copyright, Rights of Copyright Owner under Copyright Law, Infringement of Copyright, Fair Use-Fair Dealing & Secondary Liability, limitations on the Right of the Copyright Owner Fair Use-Fair Dealing as a Defense under Copyright Law.

Module 6: Law of Patents and procedures

10 HOURS

Patent System: An Overview, Patentability, Patent/Prior Art Search, drafting a Patent Specification, Patent Procedure in India, Patent Cooperation Treaty, Patent Infringement, Freedom to Operate, Defenses For Infringement Action & Remedies; Prosecution History Estoppel- Defenses, Experiment, Research Or Education, Government Use, Patent Exhaustion, Patent Misuse, Inequitable Conduct, Remedies - Relevant Cases.

Skill Development Activities:

1. Conducting model Group Discussion
2. Download and fill form for Patent or Copyright
3. Group Discussion on cases relating to copyrights in Indian film industry

Suggestive Readings:

1. New Labour and Industrial Laws, (2020), October 2020th Edition, Taxmann Publication Pvt. Ltd.
2. Intellectual property law, Revised and updated, Eastern Law House; 3rd edition (1 December 2020).
3. Egazette.nic.in

References:

1. Fundamentals of Intellectual Property, Kalyan C. Kankanala, (2017), 3rd Edition, Asia Law House.
2. Subbaram N R, Handbook on Intellectual Property Law and Practice, S Vishwanathan, (1998), Printers and Publishing Private Limited.
3. Susan K Sell, Private Power, Public Law: The Globalization of Intellectual Property Rights, Cambridge University Press, 2003

Name of the Program: Master of Business Administration

Course Code:1.7

Name of the Course: Managerial Skills-1

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
Credits:2	Hrs:2	30 Hrs

Course Learning Objectives:

1. To learn the basic skills of managing people, leading teams and improving work processes.
2. To enable the students to become aware of their communication skills and sensitize them about the importance and barriers to communication and to make them aware of gateways so as to enhance their potential to become successful managers.
3. To enable learners to draft reports, resumes, emails and business letters effectively.
4. To prepare students to develop the art of negotiation with emphasis on empathetic listening and decision making.
5. To train students towards Inter-Personal Skills – working in teams and conflict management skills.

Course Outcomes:

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

1. Describe and understand the elements of managerial skills.
2. Communicate better across teams and clients.
3. Demonstrate empathy in negotiations with assertiveness.
4. Apply creative thinking to reach a beneficial outcome.
5. Know their strengths and build on the essential Managerial Skills.

Module 1: Introduction to Essential Skills for Managers

5 HOURS

Definition, Importance of Managerial Skills, Essential Skills - Problem solving, Critical thinking, Creativity, Leadership, Collaboration and Communication, Interpersonal Skills; Forward planning- Strategic thinking, Motivation; Empathy, Value and Culture.

Module 2: Communication Skills

6 HOURS

Fundamentals, Types - horizontal, vertical, oral, written, email etiquettes; Virtual meetings; Delegation, assigning tasks, Building Communication matrix, Report writing, Journaling, Feedback, Difficult conversations.

Module 3: Motivation Skills:

5 HOURS

Meaning, Hierarchy of Motivation; Power and Purpose, 8 skills of Motivation, Situational motivation, and stimulus control, Solving Behavioral problems; Motivating teams; keys to Intrinsic motivation, Motivation and Organizational Cycles.

Module 4: Team Formation Skills

4 HOURS

Teams- meaning, types; team structure, Stages of Team Development; Writing a Team Charter; Roles and Responsibilities on a Team; Leading Teams; Gain Consensus, Team facilitation.

Module 5: Listening Skills

5 HOURS

Importance and need, types of listening active and empathic listening, listening and judgment, developing skills, listening and understanding, Anatomy of poor Listening, features of a good Listener; Acknowledgment and use of Silence; Body Language, Feedback.

Module 6: Interpersonal Skills for Managers

5 HOURS

Forms - building trust, emotional intelligence, empathy, vulnerability, and listening skills; Negotiation skills - persuading or influencing others, Differing in ideas; Relationship Management; Receptiveness to Feedback, Self Confidence.

Skill Development Activities:

- Design a Self-Assessment Test for understanding essential skills.
- Role Play to initiate meaningful communication.
- Role play through any given situation to motivate Teams.
- Writing a Team Charter.
- Arrange a virtual meeting and test the negotiation skills.
- Case Study to observe the empathetic behavior skills.

Suggested Readings:

1. Stephen R Covey, (2018), The 7 Habits of Highly Effective People, 12th Edition, Simon & Schuster.
2. Nierenberg, Calero and Grayson, (2018), The New Art of Negotiating, Rupa Publishers.
3. Nierenberg Bovee, Till and Schatzman, (2003), Business Communication today, 7th Edition, Pearson.
4. Zenger, Hougaard, Carter, Bregman, (2019), Mindful Listening, HBR Emotional Intelligence Series.

REFERENCES

1. Scot Ober, (2007), Contemporary Business Communication, 7th Edition, Houghton Mifflin.
2. Richard Banks, (2021), The Art of Active Listening, Nxt Level International
3. Chaturvedi P. D, & Mukesh Chaturvedi, (2011) Business Communication: Concepts, Cases And Applications —2/e, Pearson Education

Master of Business Administration

Course Code: 2.1

Name of the Course: Technology for Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Learning Objectives:

1. To evaluate the role of technology in achieving competitive business advantage through strategic decision making
2. To help students in developing the ability to develop, deploy and manage technology interms of creating firm's value creation
3. To elevate student's consciousness about the ethical responsibilities while dealing with the information and technology

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

1. Analyze the role of technology in gaining a strategic perspective on business decisionmaking
2. Gain the skills required in deploying, developing and managing the applicable firm's technological importance
3. Understand and behave ethically while dealing with information and technology

Course Content

Module 1: Introduction to Information Systems

12 HOURS

Information System: Concept of Data and Information, Meaning and Role of Information Systems, Elements and types of a System, Conversion/Installation modes of Information System, Strategic Information System. Classification of Information Systems: Management Information System (MIS), Transaction Processing Systems (TPS), Decision Support System(DSS), Knowledge Management System (KMS),

Operations Support System (OSS), Management Support System(MSS), Process Control System(PCS), Enterprise Collaboration System(ECS), Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control Systems, Virtual Reality, Expert Systems (ES), Executive Information Systems (EIS)

Module 2: Management Information System

10 HOURS

Management Information System (MIS): Definition and characteristics of MIS, Components of MIS, Function and Role of MIS, Process of MIS Implementation, Applications of MIS, System view of Business, Development of MIS within the organization, System approach in Planning, Organizing and Controlling MIS, Reasons for the failure of MIS.

Database Management Systems (DBMS): Overview; Components, Objectives of DBMS, Functions performed by DBMS, Recent trends in DBMS, The Concept of RDBMS;

Module 3: Information Systems Analysis and Design

12 HOURS

Applications of Information System: Information System for Strategic Advantage, Strategic role for information system, Breaking business barriers and Improving business qualities, Business process reengineering. Information system analysis and design: Information SDLC, Stages in System Analysis – Structured SAD and tools like DFD (Data Flow Diagram), Context Diagram Decision Table, System Development models: Water Flow, Prototype, Spiral; Hardware and Software acquisition, system testing, documentation and its tools, conversion methods. Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP, Introduction to Data Warehousing, Data Mining and its Applications

Module 4: E-commerce and its Applications

10 HOURS

Technology Adoption, Diffusion, and Absorption: New Technologies, Automation decisions, Technology Adoption, Perspectives of innovation diffusion process, Technology absorption – Role, benefits; Issues Involved in the Management of Technology and Government Initiatives E-commerce: Introduction, Comparison

between Traditional commerce and E-commerce, Advantages & disadvantages of E-commerce, Buying & Selling on Internet, Challenges in Implementing Electronic Commerce, Electronic Payment System, Electronic Commerce and banking, E-Security in cyberspace payment

Module 5: Ethics in IT

4 HOURS

Security and Ethical challenges of IT: Ethical Responsibility- Business Ethics, Technology Ethics; Ethical responsibilities of Business Professionals, environmental impact analysis, CyberCrime and Privacy Issues – Hacking, cyber theft, unauthorized use at work, Software and Intellectual property, Issues on internet privacy.

Ethical issues pertaining to Technology: Cloud and mobile computing, Internet of Things, M-Commerce, IT influence on the changing business environment, Health and Social Issues, Ergonomics and Cyber terrorism

Module 6: Introduction to Application Software

12 HOURS

Basics of MS-Word, MS-Excel and MS-Power point; Application of these software's for documentation and making reports; Preparation of questionnaires, Presentations, Tables and reports (Practical). Basic ways of connecting to the internet, Internet Protocol, IP Address, Working with GoogleServices: Docs, Spreadsheet, presenter, sites etc;

Introduction to Oracle or MySQL, MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access

Skill Development Activities:

1. Students should study the adoption of technology by various business entities
2. Students should simulate a business environment, access its technological needs and create
3. Hypothetical technological framework for its strategic building

Suggested Readings:

1. Rohtagi P K, Rohtagi K and Bowonder B, (2018), Introduction to Technological Forecasting, Tata McGraw Hill, New Delhi, Single Edition.
2. Ramesh, B. (2018), Computer Fundamentals and Information Technology. New Delhi: Laxmi Publication Pvt. Ltd, Single Edition.
3. David Cyganski, John A. Orr, Richard F. Vaz (2000) Information Technology: Inside and outside. New Delhi: Prentice Hall, Single Edition.

References:

1. Leon, A. (2019). Fundamentals of Information Technology. New Delhi: Vikas Publishing, Second Edition.
2. Goel, R & Kakkar, D.N. Computer Applications in Management. New Delhi: New Age International, Third Edition.
3. Laudon, K. & Laudon J. (2014). MIS: Managing the Digital Firm. New Delhi: Pearson Education. Sixteen Edition.
4. James, O. B. (2015). Introduction to Information Systems. New Delhi: Tata McGraw Hill, Thirteen Edition.

Name of the Program: Master of Business Administration

Course Code: 2.2

Name of the Course: Management Research Methods

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
Credits: 4	Hrs: 4	60 Hrs

Course Learning Objectives:

1. To understand the concepts, tools and terminologies used in research world.
2. To identify the methods best suited for investigating different types of problems and questions.
3. To construct research questions that are based on and build upon a critical appraisal of existing research.
4. To develop a research design and analysis the results to provide suggestions based on research findings.
5. To apply Data visualization for exploratory analysis and communicate effectively to diverse audience.

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

1. Demonstrate ability to understand different research terminologies.
2. Identify research problems and questions
3. Develop methodology for research problems
4. Analyse data required for business decision-making.
5. Propose suggestions based on the findings from the research
6. Apply Data visualization for exploratory analysis and communicate effectively to diverse audience

Course Content

Module 1: Business Research

8 HOURS

Meaning, Objectives, purpose, types, scope and significance of research in business and industry. Criteria for Good research, Ethics in research. Research Process - Steps in research, identification and formulation of research problem, extensive literature review, Research gap, statement of the problem, need for the study, Variables-meaning and types. Theoretical framework, research questions. Deductive and inductive logic.

Module 2: Formulation of Research Problem and Hypotheses

10 HOURS

Identifying and formulating research problem, Diagnosis of symptoms and problem. Setting research objectives. Doing review of literature – purpose, methods. Hypothesis – Meaning, Purpose, Sources, characteristics of hypotheses, types of hypotheses, Formulation of hypothesis.

Module 3 Measurement and Data Collection concepts

12 HOURS

Sample design, steps in sampling process, sampling methods – probability Sampling and non- probability sampling, sampling error, Criteria for good sample, determining sample size (infinite and finite). Measurement – Types of Scales, Scaling techniques. Meaning of Primary and Secondary data, Primary data collection methods - observations, survey, interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages. Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling. Case Study as per the chapter needs.

Module 4 Data Analysis

12 HOURS

Data processing – Editing, coding, tabulation, normality and stationary test, pictorial and graphical presentation of Data, Parametric and non-parametric hypothesis testing,

hypothesis testing using statistical tools such as descriptive statistics, Chi-square, t-test, ANOVA, Correlation and Regression.

Module 5 Report Writing and Presentation of Results

8 HOURS

Classification and tabulation, Research presentation, Types of report - Research proposal, research report. Format of a report- Layout, Precautions. Citation and referencing.

Module 6 Introduction and Application to Business Analytics

10 HOURS

Data – Information – Intelligence – Knowledge Approach, Types of Analytics, Types of Digital Data, Sources of Data, Importance of Data Quality, Looking at Data from many perspectives, Evolution of Business Analytics, Business Analytics Process, Business Analytics Architecture and Framework. Analytics in Business Support Functions, Analytics in Industries – Sports Analytics, Social Media Analytics, Social Networking Analytics, Recommendation Systems.

Skill Development Activities:

1. To identify research problem and collect relevant literatures for data analysis.
2. To write the research design by using exploratory and descriptive research methods.
3. To conduct Market survey and to investigate consumer perception towards any FMCG and to conduct the data analysis and submit a small report.
4. To demonstrate Report writing and Presentation method skills.
5. To demonstrate the data using analytical tools

Suggested Readings:

1. William G. Zikmund, Barry J. Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin. (2019). Business Research Methods., Delhi: Cengage Learning India Pvt. Ltd, Eight Edition
2. Kothari, C. R. (2019). Research Methodology Methods & Techniques. New Delhi: Vishwa Prakashan, Fourth Edition
3. Naresh K. Malhotra and Satyabhusan Das (2019). Marketing Research : An Applied

Orientation | Seventh Edition | By Pearson Publication

4. R N Prasad and Seema Acharya (2018), "Fundamentals of Business Analytics", Second Edition, Wiley India Pvt. Ltd

References:

1. Bryman, Alan and Bell, Emma (2018), Business Research Methods, Oxford University Press. Third Edition
2. Chawla, D. & Sondhi, N. (2017). Research Methodology: Concepts and cases. New Delhi: Vikas Publishing House, Second Edition.
3. Gupta, S. L and Gupta, Hitesh (2017), Business Research Methods, McGraw Hill Education (India) Private Limited, New Delhi, 1st Edition
4. Krishnaswami, O., & Ranganatham, M. (2013). Methodology of Research in Social Sciences. Mumbai: Himalaya Publishing House, Second Edition

Name of the Program: Master of Business Administration Course Code: 2.3 Name of the Course: Entrepreneurship and Ethics		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4Hrs	60 Hrs
<p>Course Learning Objectives:</p> <ol style="list-style-type: none"> 1. The objective of the course is to understand the students with the entrepreneurship concepts, develop entrepreneurial talents and generate innovative business ideas in emerging industrial scenario and to understand the ways of starting a company of their own and also to create a conscious effort to treat people and companies with respect and establish a positive working environment. 2. To motivate the students on entrepreneurial opportunities and to run a business efficiently by various sources of financial supporting institutions for young entrepreneurs. 		
<p>Course Outcomes: On successful completion of the course, the students will be able to</p> <ol style="list-style-type: none"> 1. Understand of starting a company by the various financial institutions support 2. Develop new innovative business ideas. 3. Understand the marketing demand in various forms of business 4. Aware of alternative to jobs and employment which will make them job providers in an ethical manner 		
<p>Course Content</p> <p>Module 1: Introduction to Entrepreneurship 8 HOURS</p> <p>Concepts of entrepreneur and entrepreneurship, Importance and Characteristics of entrepreneurs, Types of entrepreneurs, Benefits and potential risks of entrepreneurship, Myths of Entrepreneurship, Factors affecting growth of</p>		

Entrepreneurship in India, Role of Entrepreneurship in Economic Development, Competency requirement for entrepreneurs - Awareness of self-competency and its development.

Module 2: Opportunity Assessment and Entrepreneurial Finance 10 HOURS

Opportunity Identification and Selection, Environmental dynamics and changes, Business Opportunities in emerging environment, challenges of new venture start-ups, Pit falls in selecting new ventures, Critical factors for new venture development, why new ventures fail, Sources of Finance for New Venture. Institutional support for Enterprises-Central & State Government Policy regarding Small and Medium Scale Enterprises in India.

Module 3: Feasibility Analysis and Business plan 12 HOURS

Feasibility analysis of Industry, Market, Product or service and Finance; Business plan Meaning, Significance, contents, formulation and presentation of Business Plan, preparing a model project report for starting a new venture, Final project report with feasibility study Common errors in Business Plan formulation.

Module 4: Legal forms of Entrepreneurial Organizations 10 HOURS

Identifying legal structures, Selection of an appropriate legal structure, Sole Proprietorship's, Partnerships, Companies, Companies under section 25, Franchising, Legal environment – patents, copyrights, trademarks.

Module 5: Social Entrepreneurship 8 HOURS

Introduction, Meaning, Perspective of social entrepreneurship, Social entrepreneurship in practice, Boundaries of Social entrepreneurship, growth of entrepreneur communities, Few experiments.

Module 6: Corporate Ethics 12 HOURS

Meaning and Need for business ethics, Arguments for and against Business ethics, Business Ethics in an Evolving Environment, Entrepreneurship and Start-Up Culture, ethical issues in start –up, Ethics and laws, Establishing strategy for ethical responsibility, Approaches to managerial ethics, Ethics and Business decisions,

Frame work for ethical decision making, Why Ethics Still Matter, Becoming an Ethical Professional , Making a Difference in the Business World, CSR, Environmental awareness, Ethical leadership by entrepreneurs, Corporate citizenship.

Skill Development Activities:

1. Understand types of entrepreneurs and what motivated them to start their career as entrepreneurs- Make Presentations
2. Students to identify their own innovative business ideas
3. Prepare a business plan and how to give a presentation of business plan for financial institutions and banks
4. Discuss with bankers / financial institutions to find out what they look for in a business plan - modify accordingly and present it in the class.
5. Identify the legal forms for organization and intellectual property rights for their business ideas
6. Submit business plan report at the end of the course in groups
7. Identify the social problems and business ideas to solve the problems faced by society and to know the impact of social entrepreneurs on society.
8. Create an awareness for entrepreneurs about ethics and CSR
9. Identify the organizations which are engaged in CSR and impact of that towards society.

Suggested Readings:

1. Kanaka SS- Entrepreneurial development, S Chand -Fourth edition.
2. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, & Sabyasachi Sinha (2020), 'Entrepreneurship '. McGraw – Hill, Eleventh Edition
3. Laura Hartman & Abha Chatterjee (2017), Perspectives in Business Ethics, McGraw Hill, Third Edition
4. Vasant Desai , The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House. Single Edition

References:

1. Ashwathappa K "Essentials of Business Environment", Himalaya Publishing House, Fifteen Edition
2. Jeffry .A. Timmons & Stephen spinelli, New Venture Creation, Entrepreneurship for the 21st Century, Tata McGraw Hill, Seventh Edition
3. John R Boatright, "Ethics and the Conduct of Business". Pearson Education, Sixth Edition.
4. Prof. P S Baja] and Raj Agrawal. "Business Ethics — An Indian Perspective". Biztantra. New Delhi. 2004, Single Edition

Name of the Program: **Master of Business Administration**

Course Code: 2.4

Name of the Course: Human Capital Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Learning Objectives:

1. To clarify the character of the special capital – human resource as capital.
2. To develop the basic set of methods and techniques needed for managing human capital
3. To learn about basic administrative processes related to human capital management.
4. To inculcate in the students an awareness of legal framework within which the business function

Course Outcomes:

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

1. Know new trends in human capital management.
2. Understand the work, competencies tasks and organization of Human Resource Specialist
3. Know basic processes related to Human Capital Management Skills:
4. Assess the human capital potential assessment and planning
5. Recruiting and keeping proper candidates.

Course Content

MODULE 1: Introduction to HRM

8 HOURS

Human Resource Philosophy – Changing environments of HRM – Using HRM to attain competitive advantage – Trends in HRM – Organization of HR departments – Line and staff functions – Role of HR Managers-Contemporary issues and practices in HRM, Changing concept of HRM in India and in the globe.

MODULE 2: Human Capital Planning and Employee Hiring 12 HOURS

Nature of job Analysis, job design, Job evaluation, Human resource planning, Demand forecasting, HR supply forecasting, Need for and factors influencing HRP, Career planning, Promotion, transfer, demotion and separation; Employee hiring- Nature of Recruitment, Sources of recruitment-internal and external, Employee selection, process of employee selection.

MODULE 3: HR Development 10 HOURS

Orientation & Training: Orienting the employees, Nature and importance of Training, Methods of training, TNA, Nature of HRD program, Methods of management development and Executive development programs, Development beyond training, Contemporary HRD practices

MODULE 4: Performance Appraisal 10 HOURS

Methods - Problem and solutions - The appraisal interviews - Performance appraisal in practice. Managing careers: Career planning and development - Managing promotions, demotion, transfers and separation.

MODULE 5: Industry Relations 12 HOURS

Employer, Employee, Rights of an Employee at Work Place. HR Policy- Meaning and Its Importance. Legal Issues Related to HR in the Organization. Compensation Act, 1923-The Workmen's Compensation Act, 1923- Introduction, Main Features of the Act, Definitions, Provisions Under the Act

MODULE 6: Strategic HRM 8 HOURS

Introduction, characteristics and scope of SHRM, SHRM Vs HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, SHRM and business performance.

Skill Development Activities:

1. Conducting model role play
2. A write up on HRM at an organization- Split the class into teams with two members. Each team must choose one organization in any industry. They must write a report on the HR department at the organization and the HR practices there.

Suggested Readings:

1. Gary Dessler & Biju Varkkey (2018). Human Resource Management, Pearson Education India, Fifteen Edition.
2. Robbins & DeCenzo (2017). Personnel/Human Resource Management, Prentice Hall. Latest Edition, Third Edition
3. V.S.P. Rao and C.B. Mamoria (2012), "Personal Management (Text and Cases)", Himalaya Publications, Thirtieth Edition.

References

1. Snell and Bohlander, Human Resource Management, South-Western Cengage Learning. Indian Edition, (2019) Latest edition.
2. Uday Kumar Haldar and Juthika Sankar, Human Resource Management. Oxford Higher Education, 2013, Single Edition
3. K. Aswathappa, Human Resource Management, McGraw Hill Education Seventh Edition.
4. K. R. Bulchandani, Business Laws for management, Latest Edition, Himalaya Publishing House, Bombay, (2020), Eight Edition.

Name of the Program: **Master of Business Administration**

Course Code: 2.5

Name of the Course: Financial Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
Credits: 4	4 Hrs.	60 Hrs

Course Learning Objectives

1. To provide the concepts and foundations of managing finance in business enterprises.
2. To equip students with tools and techniques for managing financial resources.
3. To orient the students regarding financial management practices in Indian companies and Global enterprises.

Course Outcomes: By the end of this course, a student would learn:

1. Identification of financial challenges faced by a business enterprise,
2. Tools and techniques for making financial decisions,
3. Financial management practices in corporate sector.

Course Content

Module 1: Introduction to Financial Management

6 HOURS

Concept of Financial management - Meaning and definitions, Scope of Financial Management, finance functions, Financial Goals of a firm, Agency problem, Emerging role of finance manager in India.

Module 2: Time Value of Money

6 HOURS

Compounding, Continuous Compounding, Effective Rate of Interest, Discounting – Single Cash Flows & Series of Cash Flows, Annuity – Future Value and Present Value, Present Value of Growing Annuity, Perpetuity – Present Value, Present Value of Growing Perpetuity, Equated Annual Installments.

Module 3: Long-term Financing Decisions

(Capital Structure Decisions)

14 HOURS

Sources of Funds: Short term sources, Long term sources, Venture Capital: features, stages and types of venture capital. Factors influencing capital structure, Benefit to Owners – EBIT –EPS Analysis, Point of Indifference, Financial Break-even Point, Cost of Capital- Methods of computing cost of capital: Cost of Equity Capital, Cost of Preferred Capital, Cost of Debt Capital, Cost of internally generated funds, Weighted Average Cost of Capital (Theory and Problems), Leverages-Types and Measurement

Module 4: Capital Budgeting Decisions

14 HOURS

Meaning of Capital Budgeting, significance, principles, capital budgeting proposals, methods of appraising Proposals. Payback period, ARR, IRR, MIRR, NPV, Profitability Index, APV Method, Capital Rationing.

Module 5: Working Capital Management

14 HOURS

Concept of working capital, factors determining working capital, Sources of working capital, estimating working capital needs, Managing cash, marketable securities, debtors and inventory

Module 6: Dividend Decisions

6 HOURS

Meaning, Theory of relevance on Theory of Irrelevance. Walter's Model, Gordon's Model (Theory and Problems) Types of dividends, Bonus Shares, Stock Splits

Skill Development Activities:

1. Draw an organization chart showing the steps used in financial planning of a company
2. Capital structure analysis of companies in different industries.
3. Take a company as example and show how firm borrows money and uses financial leverage.
4. Bring out the structure of dividend policy and the factors included in any 5 companies

Suggested Readings:

1. Corporate Finance – A Focused Approach (2017)-Brigham and Ehrhardt, Edition, Cengage Learning, Sixth Edition
2. Corporate Finance (2015)- Jeffrey Jaffe, Prof Stephen A. Ross, Randolph W Westerfield, Bradford D Jordan, Tata McGraw Hill Publication, Eleventh Edition
3. Financial Management: Theory & Practices (2015): Prasanna Chandra, Ninth Edition, Tata McGraw Hill Publication, Tenth Edition.

References;

1. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].
2. Anand, Manoj (2002), “Corporate Financial Practices in India: A Survey”, Vikalpa, Volume27, Number 4.
3. Jain and Yadav (2002), “Financial Management Practices in India, Singapore and Thailand”, “Management and Accounting Research”, Volume 3, No. 4, April-June, pp 84-102.
4. Ryan and Ryan (2002), “Capital Budgeting Practices of Fortune 1000: How have things changed”, Journal of Business and Management, Volume 8, Number 4.
5. Block, Stanley (2005), “Are there differences in capital budgeting procedures between industries? – An Empirical Study”, The Engineering Economist, pp 55-67

Name of the Program: **Master of Business Administration**

Course Code:2.6

Name of the Course: Quantitative Techniques and Operation Research

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
Credits: 4	4 Hrs.	56 Hrs.

Course Learning Objectives:

1. Ability to understand and analyze managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively.
- 2.
2. Knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry.
3. Skills in the use of Operations Research approaches and computer tools in solving real problems in industry.
4. Mathematical models for analysis of real problems in Operations Research
5. To build capabilities in the students for analyzing different situations in the industrial/business scenario involving limited resources and finding the optimal solution within constraints.
6. Develop mathematical skills to analyze and solve integer programming and network models arising from a wide range of applications.

Course Outcomes:

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

1. Understand the application of Operation Research and frame a Linear Programming Problem with solution – graphical and through solver add in excel (software).
2. Analyze any real-life system with limited constraints and depict it in a model form.
3. Build and solve Transportation and Assignment problems using appropriate method.
4. Design and solve simple models of CPM and queuing to improve decision making and develop critical thinking and objective analysis of decision problems.
5. Solve simple problems of replacement and implement practical cases of decision making under different business environments.
6. Take best course of action out of several alternative courses for the purpose of achieving objectives by applying game theory and sequencing models.
7. Understand different queuing situations and find the optimal solutions using models for different situations.
8. Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision-making processes in Management

Course Content**MODULE 1 - Introduction to Operations Research****10 HOURS**

Introduction, Historical Background, Scope of Operations Research, Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools, Structure of the Mathematical Model, Limitations of Operations Research

Linear programming problem, Mathematical Formulation of LPP, Graphical method, Simplex method (standard maximization) problems, Formulation of duality.

MODULE 2 – Minimization Techniques

12 HOURS

Transportation: Importance, terminologies used, methods for finding Initial basic feasible solution; NWCM, LCM and VAM, unbalanced, degeneracy in transportation, test for optimality (MODI method only), maximization problems.

Assignment: Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm, Routing Problem, Travelling Salesman Problem.

MODULE 3 - Sequence and Replacement

10 HOURS

Sequencing: terminologies and notations, types of sequencing problems; processing 'n' jobs through 2 machines, processing 'n' jobs through 'm' machines.

Replacement Models: Failure mechanism of items, assumptions of replacement theory, types of replacement problems, replacement of items which deteriorates with time, group replacement

MODULE 4 - Network analysis

10 HOURS

Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, finding critical path - Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM, Concept of Project Crashing

MODULE 5 – Game Theory

10 HOURS

Introduction, Types, pure and mixed strategies with two people zero sum game, Maximin – Minimax Principle, Saddle point, principle of dominance. Graphical method of solving a game.

Queuing Theory (waiting line): Single server/single queue, essential features of queuing system, single queue, operating characteristics of queuing system, probability distribution in queuing system, multi-server, description of other queuing models (only description).

MODULE 6 - Simulation

8 HOURS

Basic concepts, procedures and application, Monte Carlo simulation using Random numbers, Application of simulation in Inventory Management, Marketing Management, Financial Management

Skill Development Activities:

1. Construct linear integer programming models and discuss the solution techniques.
2. Set up decision models and use some solution methods for nonlinear optimization problems
3. Use computer software's to solve decision models
4. Understand the usage of game theory and Simulation for Solving Business Problems.
5. Formulate and solve problems as networks and graphs.

Decide an optimal replacement period/policy for a given item/equipment/machine.

Suggested Readings:

1. Cynthia Menezes Prabhu, Operations Research Techniques (2021), First Edition, Better Yourself Books Publishing.
2. K.K. Chawla and Vijay Gupta, Operation research, quantitative techniques for management, Kalyani publishers, Seventh Edition
3. N.D. Vohra (2012), "Quantitative techniques in management", Tata McGraw-Hill Publications, 4th Edition.

References

1. David M. Lenine (2012), quantitative techniques for management. Pearson publication.
2. Fedric S Hiller and Gerald J Lieberman (2012), introduction to operation

research. 8th Edition.

3. Er. Prem Kumar Guptha and Dr. D.S. Hira (2014), Operation research. S. Chand publications, Third Edition

Name of the Program: **Master of Business Administration**

Course Code:2.7

Name of the Course: Managerial Skills-2

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
Credits:2	2 Hrs.	30 Hrs

Course Learning Objectives:

1. To assess the students' understanding of self-development.
2. To enable the students to have a clarity about required employee's skills and work process.
3. To appraise the students on the importance of goal setting for the organization.
4. To understand the Problem Solving and Conflict management techniques.
5. To identify and apply facilitating skills and leadership competencies.
6. To create awareness of professional ethics, Work life balance and Time Management.

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

1. Demonstrate an understanding of managerial skills and apply some of them for self-development.
2. Demonstrate an understanding of work process and employability skills
3. Manage Teams and Set Goals for the teams effectively.
4. Undertake Root Cause Analysis for problem solving.
5. Learn and apply Design thinking Skills for problem solving.
6. Exhibit an awareness and importance of professional ethics and manage time and stress effectively.

Course Content

Module 1: Skills for Self-Development: 4 HOURS

Need for Self-Development, Self-awareness by taking the help of JOHARI Window-SWOT Analysis; Showing initiative, Self-confidence, Problem-solving, Communication, Adaptability.

Module 2: Developing Employee Skills 6 HOURS

Employee Skills: Need for development; Define the Skill, Steps required for Employee Skill development, Prepare and Practice; Create a Skill Development Plan, Review the Plan; Action and Control of the plan.

Module 3 Skills for Improving Work Process 6 HOURS

Processes and Capabilities – Know your customer (exercise), Define the process of work, eliminate the waste from the work process, Reduce Variances, Improve process; Mapping value stream; Work Process and Relationship Maps; Work System Architecture.

Module 4 Goal Setting 4 HOURS

Goal Setting – Need & Importance, life cycle of goals; Develop Team Scorecard; Balanced ScoreCard; Target, Goals and Objectives; MBO & Self Control;

Module 5 Problem Solving Skills and Conflict Management 6 HOURS

Importance, Attitudes of Problem Solving, Root-Cause Analysis; Plan-Do-Check- Act (PDCA) model; the 5 Whys, Fish Bone Model, Cause-Effect analysis; Pareto Analysis; Affinity Diagram; Design Thinking for Problem Solving. Conflict Management skills: Types and sources of conflicts; the influence of various cultures on the solving of conflicts.

Module 6 Facilitation Skills 4 HOURS

People Skills, Networking Skills, Critical thinking: Emotional Intelligence or Emotional Quotient-Spiritual Quotient, Resilience; Professional ethics and code of conduct- Work life balance, Time management: importance of time management: various steps for better time management process.

Skill Development Activities:

1. Conducting model Group Discussion
2. Conducting model Personal Interview
3. Use of Psychometric instruments to assess the student's managerial competencies.

Suggested Readings:

1. M.Ganesh Sai and M. Ramakrishna Sayee, (2011), Skills for your career success: Touch your tipping point, Shroff publishers & Distributors Pvt. Ltd, Single Edition
2. Pavan Soni, (2020), Design Your Thinking: The Mindsets, Toolsets and Skill Sets for Creative Problem-solving, First Edition
3. Susan Raines, Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes (2019), Second Edition.
4. Developing management skills -David. A. Whetten, & Kim S. Cameron, PHI, Eighth Edition

References:

1. Enhancing employability at soft skills -Shalini Varma, Pearson, First Edition.
 2. Skills Development for Business and Management Students -Kevin Gallagher, Oxford University Press, Third Edition.
 3. Personality Development and Soft skills, Oxford University Press by Barun K. Mitra, Second Edition.
- Soft skills for everyone Butterfield Cengage, Second Edition.

MBA COURSE MATRIX-YEAR 2

III SEMESTER	IV SEMESTER
CORE COURSES	
3.1. Strategic Management and Corporate Governance	4.1. International Business
3.2. Project and Operations Management	

III SEMESTER	IV SEMESTER
3.3 FINANCE	4.2 FINANCE
3.3.1 Business Valuation and Value Based Management	4.2.1 Financial Techniques for Strategic Decision-making
3.3.2 Indian Financial Systems	4.2.2 International Financial Management
3.3.3. Investment Analysis and Management	4.2.3 Risk Management and Derivatives
3.3.4. Business Analytics using Excel	4.2.4 Data Analysis and Visualization using Tableau
3.4 MARKETING	4.3 MARKETING
3.4.1 Retailing Management and Services	4.3.1 Strategic Brand Management
3.4.2 Consumer Behaviour	4.3.2 Marketing Research and Metrics
3.4.3 Rural and Agricultural Marketing	4.3.3 Digital Marketing
3.4.4. Business Analytics using Excel	4.3.4 Data Analysis and Visualization using Tableau
3.5 HUMAN RESOURCES	4.4 HUMAN RESOURCES
3.5.1 Learning And Development	4.4.1 Strategic HRM
3.5.2 Team Dynamics at work	4.4.2 International HRM
3.5.3 Performance Management Systems	4.4.3 Talent and Knowledge Management
3.5.4 Business Analytics using Excel	4.4.4 Data Analysis and Visualization using Tableau
3.6 HEALTHCARE MANAGEMENT	4.5 HEALTHCARE MANAGEMENT
3.6.1 Perspectives On Health Care Sector	4.5.1 Basic Management Aspects of Health Care
3.6.2 Management Of Public Health Systems	4.5.2 Strategic Management in Health Care Settings

3.6.3 Health Economics	4.5.3 Management of Hospital Services
3.6.4. Business Analytics using Excel	4.5.4 Data Analysis and Visualization using Tableau
3.7 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)	4.6 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)
3.7.1 Strategic Credit Management In Banks	4.6.1 Banking Technology and Management
3.7.2 Insurance Planning & Management	4.6.2 International Financial Management
3.7.3 Indian Financial System	4.6.3 Risk Management for Banks and Insurance Companies
3.7.4. Business Analytics using Excel	4.6.4 Data Analysis and Visualization using Tableau
3.8 STARTUPS AND SMES MANAGEMENT	4.7 STARTUPS AND SMES MANAGEMENT
3.8.1 Perspectives On Start-ups And SME	4.7.1 Technology and Innovation
3.8.2 Basic Management Aspects Of Small Business	4.7.2 Internationalization of SMEs
3.8.3 Establishment Of SMEs	4.7.3 Management of Start-ups
3.8.4. Business Analytics using Excel	4.7.4 Data Analysis and Visualization using Tableau
3.9 BUSINESS ANALYTICS	4.8 BUSINESS ANALYTICS
3.9.1 Data Science Using R And Python	4.8.1 Data Visualisation
3.9.2 Advanced Statistical Methods For Business Decision Making	4.8.2 Business Forecasting
3.9.3 Analytics For Decision Making	4.8.3 Data Warehousing and Data Mining
3.9.4. Business Analytics using Excel	4.8.4 Data Analysis and Visualization using Tableau
3.10 LOGISTICS AND SUPPLY CHAIN MANAGEMENT	4.9 LOGISTICS AND SUPPLY CHAIN MANAGEMENT
3.10.1 Inventory Management	4.9.1 Supply Chain Planning and Strategies
3.10.2 Supply Chain Management	4.9.2 Global Procurement and Sourcing
3.10.3 Logistics Management Systems and Practices	4.9.3 Vendor Management
3.10.4. Business Analytics using Excel	4.9.4 Data Analysis and Visualization using Tableau

III Semester
Core Courses

<p>Name of the Program: Master of Business Administration</p> <p>Course Code:3.1</p> <p>Name of the Course: Strategic Management and Corporate Governance</p>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
<p>Course Objectives:</p> <ol style="list-style-type: none"> 1. To enlighten the students with the concepts and practical applications of Strategic Management and Corporate Governance. 2. To instill a comprehensive and step-wise understanding of the principles of strategy formulation and competitive analysis <p>Course outcomes:</p> <ol style="list-style-type: none"> 1. This course will equip the students with required skills of managerial decisions and actions. 2. This will enable students to transfer conceptual learning to strategic application in their professional lives. 		
<p>Module 1: Strategy and Process 4 Hours</p> <p>Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy and Strategy Formation Process – Stakeholders in business –Vision, Mission and Purpose – Business definition, Objectives and Goals. The SM model</p>		
<p>Module 2: Competitive Advantage 12 Hours</p> <p>External Environment – PESTEL Analysis, SWOT Analysis, Porter’s Five Forces Model, The Competitive Profile Matrix (CPM), Globalization and Industry Structure – Resources, Capabilities and competencies – Value Chain Analysis – Core competencies, generic building blocks of Competitive Advantage- Distinctive Competencies - Avoiding failures and sustaining competitive advantage.</p>		
<p>Module 3: The Strategic Alternatives 12 Hours</p> <p>Corporate Level Strategies – Stability, Expansion, Retrenchment and Combination</p>		

strategies - Business level strategy: Cost, Differentiation, and Focus Strategies- Strategy in the Global Environment - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis – GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – BCG Matrix - Balance Score Card, Internal Factor Evaluation (IFV) Matrix

Module 4: Strategy Implementation & Evaluation

8 Hours

The implementation process, Resource allocation, designing organizational structure, Designing Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change, Politics-Power and Conflict-Techniques of strategic evaluation & control.

Module 5: Current Strategic Issues

10 Hours

Managing Technology and Innovation- Blue Ocean Strategy, managing in an economic crisis, new directions in strategic thinking, Strategic issues for Non Profit organizations, Small Scale Industries, New Business Models and strategies for Internet Economy.

Module 6: Corporate Governance

10 Hours

Defining Corporate Governance, Exploring Corporate Governance and the Relationships between Internal and External Stakeholders, The organization's Responsibility and Accountability to Its shareholders, The Organization's Accountability to Its Board of Directors, Role and Responsibilities of the Board, Integrity and Ethical Behavior: Disclosure and Transparency. Development and critical appraisal of corporate governance in India.

Suggested Readings:

1. David,F. R., & David,F. R., (2016) Strategic Management: A Competitive Advantage Approach, Concepts and Cases, 16 e , Pearson.
2. Charles W.L. Hill, Melissa A. Schilling & Gareth R. Jones (2016) Strategic Management: Theory: An Integrated Approach, South Western Educational Publishing
3. Thomas L. Wheelen, (2017) Strategic Management and Business policy, 15 ed. Pearson Education.

References:

1. Gregory Dess, G.T., Lumpkin, Alan Eisner & Gerry McNamara (2013), Strategic Management: Text and Cases, 7 ed McGraw-Hill Education

Name of the Program: Master of Business**Administration**

Course Code: 3.2

Name of the Course: Projects and Operations Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Course Objectives:

1. To impart the concepts, tools and techniques of project management
2. To gain clear understanding of Operations Management
3. To gain a perspective on quality improvement and cost reduction

Course outcomes:

1. At the end of the courses, the students must have better insight in to project and operations management.

Module 1**4 Hours**

Definition of Project, Five phases of project management- Project Initiation, Project Planning, Project Execution, Project Monitoring and Controlling, Project Closing.

Module 2**10 Hours**

Project management knowledge areas: Project integration management. Project scope management. Project time management. Project cost management. Project quality management. Project resource management. Project communications management. Project risk management.

Module 3**10 Hours**

Nature and Scope of Production and operations Management, its relationship with other Systems in Organizations, Functions of Production and material management, Types of

production Systems.

Forecasting as a planning tool, Forecasting types and methods. Problems.

Facility Planning: Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities. Problems.

Module 4

10 Hours

Facility layout planning: Layout and its objectives for manufacturing operations, principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes. Problems.

Time and Motion Study, Work Study in Management Science

Maintenance: Reactive (run-to-failure), Predetermined maintenance, Preventive maintenance, Corrective maintenance, Condition-based maintenance, Predictive maintenance.

Introduction to Lean operations and elimination of 7 wastes

5S of housekeeping.

Module 5

10Hours

Quality management: Introduction; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheets, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control charts;

Quality assurance; Total quality management (TQM) model; Service quality, Concept of Six Sigma and its application.

Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction – QC tools, Introduction to the current ISO for Production Management.

Contribution of Quality Gurus.

Module 6

8Hours

Meaning of Productivity and different types of productivity

Materials Management: Role of Materials Management – materials and profitability, Purchase functions, Procurement procedures

Vendor selection and development, Vendor rating, ethics in purchasing.

Inventory Management: Concepts of inventory, types, Classification, selective inventory

management, ABC, VED and FSN analysis. Inventory costs, Inventory models – EOQ, safety stocks, Reorder point, Quantity discounts.

Suggested Readings:

1. Mahadevan B., (2015)., Operations Management: Theory and Practice Pearson, Concepts and Cases, 16 e , Pearson.
2. Saxena J.P., (2012)., Production and Operations Management, Tata Mcgraw-Hill Education Pvt Ltd
3. Ajay K.Garg., (2011)., Production and Operations Management”, Tata McGraw-Hill Education Pvt Ltd

References:

1. Martand T. Telsang, (2005)., Production Management, 1ed., S Chand & Company Pvt Ltd
2. Chase, Shankar & Jacob., Operations & Supply Chain Management, 14th Edition, McGraw Hill (2014): Indian Reprint: McGraw Hill, New Delhi

Common Elective

Name of the Program: Master of Business

Administration

Course Code:3.4.4, 3.5.4, 3.6.4, 3.7.4, 3.8.4, 3.9.4 &
3.10.4

Name of the Course: Business Analytics using Excel

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Objectives:

1. Gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
2. Gain an understanding of different mathematical and statistical models available for modeling of various business scenarios including customer value assessment, customer segmentation, discrimination, choice, preference models and decision analysis methods.
3. To develop and use advanced predictive analytics methods
4. To develop expertise in the use of popular tools and software for predictive analytics
5. To learn how to develop predictive analytics questions, identify and select the most appropriate predictive analytics methods and tools, apply these methods to answer the respective questions and presenting data-driven solutions.

Course outcomes:

Competency 1: Predictive Analytics Methods

1. Ability to apply specific statistical and regression analysis methods applicable to predictive analytics to identify new trends and patterns, uncover relationships, create forecasts, predict likelihoods, and test predictive hypotheses.
2. Ability to develop and use various quantitative and Predictive models based on various regression models

Competency 2: Predictive Analytics Tools

1. Develop familiarity with popular tools and software used in industry for predictive analytics, especially R, R Studio and R Markdown.

Competency 3: The Predictive Analytics Cycle

1. Understanding of how to formulate predictive analytics questions.
2. Learn how to select the appropriate method for predictive analysis, and how to

build effective predictive models.

3. Learn how to search, identify, gather and pre-process data for the analysis.

4. Learn how to evaluate the soundness, appropriateness and validity of their models and how to interpret and report on results for a management audience.

Module 1: Introduction to Business Analytics

4 Hours

Introduction to Business Analytics (BA)*. Evolution and Scope of Business Analytics. Data for Business Analytics. Decision Models – Descriptive, Predictive and Prescriptive Models. Problem Solving and Decision making process.

Analytics on Spread sheets

Basic Excel skills. Using Excel functions and developing Spread Sheet Models. Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Debugging a spread sheet model.

Module 2: Storytelling in a Digital Era

10 Hours

A Visual Revolution, From Visualization to Visual Data Storytelling: An Evolution, From Visual to Story: Bridging the Gap - Power of Visual Data Stories: The Science of Storytelling. The Brain on Stories, The Human on Stories, The Power of Stories, The Classic Visualization Example, Using Small Personal Data for Big Stories, The Two-or-Four Season Debate, Napoleon's March, Stories Outside of the Box

Module 3: Getting Started with Tableau

10 Hours

Using Tableau, Why Tableau, The Tableau Product Portfolio, Tableau Server, Tableau Desktop, Tableau Online, Tableau Public, Getting Started, connecting to Data, connecting to Tables, Live Versus Extract, connecting to Multiple Tables with Joins, Basic Data Prep with Data Interpreter, Navigating the Tableau Interface, Menus and Toolbar, Data Window, Shelves and Cards, Legends, Understanding Dimensions and Measures: Dimensions, Measures, Continuous and Discrete

Module 4: Descriptive Analytics

6 Hours

Visualizing and Exploring Data. Descriptive measures to summarize the data. Application of Excel Descriptive statistics tool. Probability distributions and Data modelling. Sampling and Inferential statistical methods. Using Excel Data Analysis add in for estimation and hypothesis testing

Module 5: Predictive Analytics

15 Hours

Introduction, Statistical Model, Inference about regression coefficient, Multicollinearity, Include/Exclude Decisions, Stepwise Regressions, The Partial F test, Outliers, Violation of Regression Assumptions, Prediction, Multiple Regression: Interpretation of regression coefficients, Interpretation of Standard error of estimate and R Square, Modelling Possibilities, Validation of Fit. Binomial Logistic Regression, Multinomial Logistic Regression.

Module 6 : Time Series Analysis

15 Hours

Introduction – Time Series, Time Series Vs Regression, Components – Predictable, Unpredictable, Local Global, Trend, Seasonality, Additive & Multiplicative models, Cyclicity, Seasonality, Stationary, Noise, Single and Double Exponential Smoothing (Holt's Method), Autocorrelation function, AR Model, MA Model, ARMA Model, ARIMA, GARCH Model.

SKILL DEVELOPMENT

- i. Bring out the application of predictive analytics in Marketing, Insurance, Supply chain management, and Education with suitable examples.
- ii. Identify the profile of customers for a Digital fitness band that different brands offer. Investigate differences across the usage patterns and product lines concerning customer characteristics such as age, gender, annual income, and the number of miles walks every week. Use the appropriate measure of central tendency and dispersion.
- iii. Build a visualization by using tableau based on publicly available Covid Data. The attributes may be a seven-day average of cases and death, Positive rate and number of tests, etc.
- iv. Build a regression model by identifying dependent and independent variables. Test model fit and Multicollinearity and Interpret R-Square. Find whether the predictor variables are statistically significant and interpret the regression coefficients.
- v. Using Binary logistic regression, identify characteristics that indicate people who are likely to default on loans and use those characteristics to identify good and bad credit risks.
- vi. Estimate the stock market return and volatility on selected Thematic Indices. Apply the appropriate Time-series Model for the study.

Suggested Readings:

1. Evans J. R (2013). Business Analytics Methods, Models and Decisions. Pearson,

Upper Saddle River, New Jersey.

Reference Books:

1. Albright C. S., Winston Wayne L. and Zappe C. J (2009). Decision Making Using Microsoft Excel (India Edition). Cengage Learning.
2. Forte, R. M., (2015)., Mastering Predictive Analytics with R., Packt Publishing Limited.
3. Rees, M. (July 2015). Business Risk and Simulation Modelling in Practice: Using Excel, VBA and @RISK. John Wiley & Sons.
4. Richard, M., McCarthy, M., Ceccucci, W., & Halawi, L. (2019). Applying Predictive Analytics: Finding Value in Data. Springer.

3.3 Finance Specialization

Name of the Program: Master of Business Administration Course Code:3.3.1 <i>Name of the Course: Business Valuation and Value Based Management</i>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Course Objectives: <ol style="list-style-type: none"> 1. To provide knowledge on valuation of business enterprises. 2. To make students understand the various models of value-based management. 3. To give insight on various forms of corporate restructuring. 		
Course outcomes: <ol style="list-style-type: none"> 1. The basic concepts required for corporate valuation. 2. The various methods of valuation. 3. Valuation in special cases. 4. Models of value-based management. 5. Strategies for ‘value maximization’ – corporate restructuring, with special focus on mergers and acquisitions. 6. Financial modelling skills for valuation of business enterprises. 		
Module 1: Introduction to Fundamental tools of Finance		8 Hours
Meaning of Financial Management – Goals of Financial Management - Analysis of Financial Statements – DU PONT ANALYSIS; Time Value of Money – Compounding, Discounting, Annuity and Perpetuity; Weighted Average Cost of Capital – CAPM based calculation. Beta – Un-levering and Re-levering		
Module 2: Corporate Valuation		16 Hours
Valuation of Firm and Valuation of Equity – Net Assets Method, Earnings Capitalisation Method, Relative Valuation, Chop Shop Method. Valuation of Firm and Valuation of Equity – Discounted Cash Flow (DCF) Method, Adjusted Present Value (APV) Method, Economic Value Added (EVA) Method. Indian Valuation Standards issued by ICAI.		
Module 3: Advanced issues in Valuation		10 Hours
Valuation of High Growth Companies, valuation of Cyclical Companies, Valuation of Banks, valuation of Insurance Companies. Cross-border Valuation, Valuation in Emerging Markets, Valuation of Private Companies. Valuation of Intangible Assets. Human Resource Valuation. Brand Valuation.		
Module 4: Value Based Management and Corporate Restructuring		8 Hours

Marakon Approach, Alcar Approach, Mc Kinsey Approach, Stern-Stewart Approach and BCG Approach. Performance Measurement and Analysis. Balanced Scorecard.

Module 5- Corporate Restructuring

8 Hours

Corporate Restructuring – Ownership Restructuring, Business Restructuring, Asset Restructuring, Organisational Restructuring. Financial Restructuring - designing or redesigning capital structure, financial restructuring in the event of change in legal requirements, financial restructuring in the event of continuous losses, Buy-back of Shares, Rights Issue, Convertible Instruments, Callable Bonds.

Module 6: Mergers and Acquisition

10 Hours

Valuation for Merger / Acquisitions, financing a merger, Determining Exchange Ratio – Range and Terms. Feasibility of Mergers and Acquisitions

PRACTICALS / SKILL ENHANCEMENT ACTIVITIES

1. Perform Du Pont Analysis for any listed company and identify the areas of concern.
2. Calculate Beta for a listed company using spreadsheet and ascertain its cost of equity.
3. Find value of any company using DCF method, making necessary assumptions.
4. From the latest media reports, identify and list corporate restructuring strategies of at least 5 Indian companies.
5. Make a list of domestic and international mergers and acquisitions over the last 5 years in any industry.
6. Design Excel Templates for Corporate Valuation

Suggested Readings

- Strategic Financial Management - Managing for value creation | Second Edition. (2020). (n.p.): McGraw-Hill Education.
- Strategic Financial Management. (2018). (n.p.): Kojo Press.
- Pettit, J. (2011). Strategic Corporate Finance: Applications in Valuation and Capital Structure. Germany: Wiley.
- Jarrell, S. L., Morin, R. A. (2000). Driving Shareholder Value: Value-Building Techniques for Creating Shareholder Wealth. United States: McGraw-Hill Education.
- Chandra, P. (2011). Corporate valuation and value creation. Tata McGraw-Hill Education.

Name of the Program: Master of Business

Administration

Course Code:3.3.2

Name of the Course: Indian Financial System

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Course Objectives:

1. To provide an insight into the functioning of Indian financial system.
2. To make students understand the various components of the financial system, the inter-relationship among different components and the impact on business enterprise

Course outcomes:

The student will have improved ability to

1. The framework of Indian Financial System.
2. The various financial institutions that have impact and influence on business organizations and their functioning.
3. The financial markets and their mechanism, with special emphasis on Stock Exchanges.
4. Various financial services available for a business enterprise

Module 1: Overview of Financial system

6 Hours

Indian Financial System – Features, Constituents of Financial System – Financial Institutions, Financial Services, Financial Markets and Financial Instruments. Overview of Global Financial System

Module 2: Financial Institutions

12 Hours

Meaning of Financial Institutions, Special Characteristics, Broad Categories – Money Market Institutions and Capital Market Institutions. Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India, , National Small Industrial Development Corporation, National Industrial Development Corporation, Life Insurance Corporation of India, Unit Trust of India

Module 3: Non-Banking Financial Institutions**8 Hours**

Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.

Module 4: Financial services**12 Hours**

Concept, Objectives / Functions, Characteristics, Financial Services – Concept, Classification, Regulatory Framework. Merchant Banking, Mutual Funds, Leasing, Credit Rating.

Module 5: Financial Markets**12 Hours**

Meaning and definition, Role and Functions of financial markets, constituents of Financial Markets, Money Market and instruments, Capital Markets and Instruments.

Module 6: Stock Exchange**6 Hours**

Meaning and definition, Role and Functions, Regulatory Framework of Stock Exchange, Profile of Indian Stock Exchanges, Listing, Trading

PRACTICALS / SKILL ENHANCEMENT ACTIVITIES

1. Identifying the organisation structure, functions and who's who of select 3 financial institutions.
2. Writing a commentary on the latest measures and policies of the Reserve Bank of India
3. Preparing a list of money-market and capital market instruments and identifying the pros and cons of each of them
4. Identifying the financial services offered by 1 bank and 1 financial institution and listing the features of all the services.
5. Writing a report on the trading activities and modus operandi of BSE / NSE.

Suggestive Readings

1. Guruswamy, S, "Indian Financial System", McGraw Hill Companies
2. L.M. Bhole, "Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
3. Khan, M.Y, "Indian Financial System", The McGraw Hill Companies.
4. Sharma, Meera, "Management of Financial Institutions", Eastern Economy Edition.
5. Bhole and Mahakud, "Financial Institutions and Markets – Structure, Growth and

Innovations”, TheMcGraw Hill Companies

6. Guruswamy, S, “Financial Services and System”, McGraw Hill Companies
7. Edminister. R.O, Financial Institutions, Markets & Management, McGraw Hill, New York, 1986.
8. Karkal G.C, Unorganised money markets in India, Lalwani, Bombay.
9. Khan. M.Y, Indian Financial System, Vikas
10. H.R Machiraju, Indian Financial System, Vikas Pub. House.
11. E.Gorden & K. Nataraj, Financial Markets and Services, Himalaya Publishing house

References

1. ICWA, Financial Services, ICAI, Publication.
2. G.S. Patel, Capital Market, Functioning and Trends, ICFAI Publication.
3. J.N. Dhonkar, A Treatise on Merchant Banking, Skylark Pub. Delhi.
4. Vindo Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Company.
5. SEBI Guidelines issued from time to time.
6. K. Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICFAI Publications.
7. Gledstone, Venture Capital Investing, NY, Prentice Hall.
8. Smith P.F., Money and Financial Intermediation, The Theory and Structure of Financial Systems, Prentice Hall, New Jersey.

Name of the Program: Master of Business

Administration

Course Code:3.3.3

*Name of the Course: Investment Analysis and
Management*

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

Investing surplus funds for generating some returns is common among individuals and organizations. When a business enterprise has idle funds for a certain period of time, it is prudent on the part of the enterprise to invest it wisely and generate decent returns, the onus of which lies on finance manager. Hence, it is essential for finance professional to have knowledge on the process of making and managing investments. This course entitled “Investment Analysis and Management” is introduced to orient a finance professional regarding the process of making and managing investments.

Course Objectives:

- To provide knowledge and skill in identifying various investment alternatives and choosing the suitable alternatives.
- To orient on the procedures and formalities involved in investing.
- To train the learners on portfolio construction and management

Course outcomes:

This course will equip the students with required skills of Investment decisions and actions.

- Identifying investment alternatives
- Choosing the best / suitable alternatives.
- How to construct a portfolio
- Portfolio management

MODULE 1: BASICS OF INVESTMENTS

6

HOURS

Investments – Meaning. Differences between Investment, Trading and Speculation. Process of making and Managing Investments. Investment Goals and Constraints.

MODULE 2: INVESTMENT ALTERNATIVES**6 HOURS**

Non-marketable Financial Assets, Money Market Instruments, Fixed Income Securities, Equity Shares, Mutual Funds, Derivatives, Life Insurance Policies, Real Estate, Precious and Valuable items.

MODULE 3: STOCK SELECTION AND PORTFOLIO CONSTRUCTION 10 HOURS

Stock Selection: Fundamental Analysis – Economy Analysis, Industry Analysis, Company Analysis and Stock Valuation. Technical Analysis. Efficient Market Hypothesis. Portfolio Construction: Calculation of Return and Risk, Decomposition of Risk. Portfolio Construction Theories – Markowitz Theory, Sharpe's Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

MODULE 4: BONDS**12 HOURS**

Pricing of Bonds, Returns on Bonds, Risks associated with Bonds, Duration and Modified Duration. Bond Portfolio Construction – Immunization Strategy

MODULE 5: MUTUAL FUNDS**8 HOURS**

Mutual Funds – Net Asset Value. Mutual Fund Returns. Selection Criteria – Sharpe's Measure, Treynor's Measure, Jensen's Measure.

MODULE 6: PORTFOLIO EVALUATION AND REVISION**6 HOURS**

Selection criteria: Performance Evaluation- Sharpe's Performance Index, Treynor's Performance Index and Jensen's Measure to identify the predictive ability, Evaluation of Mutual Fund. -NAV method, Portfolio Revision Methods- Investment Timing, Formula Plans Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan

PRACTICALS / SKILL ENHANCEMENT ACTIVITIES

1. Administering 'Risk Measurement Tools' and identifying the type of risk takers of at least 5 individuals.
2. Perform Fundamental Analysis and identify at least 5 stocks suitable for long-term investment
3. Perform Technical Analysis and identify at least 5 stocks for short-term investment
4. Construct Portfolio of selected stocks using Sharpe's Model or CAPM
5. Identify and suggest at least 5 Mutual Funds suitable Mutual Funds, on the basis of different parameters

Suggestive Readings:

- Charles P. Jones (2007); “Investments Analysis and Management”, Wiley, 9th Edition
- Punithavathy Pandian, (2007); “*Security Analysis and Portfolio Management*”, Vikas Publishing House Private Limited, Fifth Reprint Edition.
- Reily and Brown (2007); “*Investment Analysis and Portfolio Management*”, Thomson South Western, 8th Edition, First Indian Reprint.
- Fischer, E Donald and Jordan, J Ronald (2005); “*Security Analysis and Portfolio Management*”, Prentice Hall of India Private Ltd., 6th Edition.

Additional Readings:

- Haugen Robert (2003); “Modern Investment Theory”, Pearson Education, 5th Edition.
- Bhalla, V.K. (2006); “Investment Management”, S. Chand; 12th Edition.
- Hirschey and Nofsinger (2008); “Investments – Analysis and Behaviour”, Tata McGraw Hill Publishing Company Limited, Special Indian Edition.
- Avadhani V.A (2006), “Securities Analysis and Portfolio Management”, Himalaya Publishing House, Eighth Revised Edition.
- Sharpe, Alexander and Bailey (1996); “Investments”, Prentice Hall of India Private Limited, 5th Edition.
- Kevin (2008); “Security Analysis and Portfolio Management”, Prentice Hall of India Private Limited, First Reprint Edition.

Customer defined service standards, Physical Evidence and Cape Services. Service encounter, Service failure and recovery, Service pricing, Customer relationship management and Loyalty in services, Role of social media in customer services.

MODULE 4: INTRODUCTION TO RETAILING

10 HOURS

Introduction to retailing, types of retailers and Retail formats including e-tailers, theories of retail development, Consumer shopping behaviour and decision-making process, the concept of franchising, Retail mix, measuring performance in retail, Introduction to multi-channel retailing, Retail Strategy

MODULE 5: STORES MANAGEMENT

8 HOURS

Key elements of store operations and managing touch points, role of a store manager, Retail location selection, Segmenting and targeting in retail, shopper marketing - components, store design and layouts, Visual Merchandising.

MODULE 6: IMC IN RETAILING

10 HOURS

Integrated marketing Communications in retailing, Merchandising concept and functions, Merchandise Management, Concept of CPFR, Category Management - Definition and process, Introduction to private labels. Customer services in retailing.

Suggested Readings:

- Valarie A Zeithml, Mary Jo Bitner and Ajay Pandit. 7th edition (2018). *Services Marketing – Integrating customer focus across the firm*. Paco Underhill.
- K Rama Mohana Rao. 2nd edition (2011). *Services Marketing*. Pearson Education India.
- W. Jochen. L Christopher. Chatterjee Jayanta. (2017). *Services Marketing -People Technology Strategy*. Pearson Education.

References:

- Simon & Schuster. (2008). *Why we buy – The Science of Shopping*. Paco Underhill.
- G.P.Sudhakar. (2012). *Integrated Retail Communication*. Prentice Hall of India Pvt Ltd.
- Rosemary Varley and Routledge. (2005). *Fundamentals of data visualization: a primer on making informative and compelling figures*. O'Reilly Media.

behaviour- cross cultural context. Diffusion of innovations: the diffusion and adoption process - consumer innovativeness and personality traits.

MODULE 3: CONSUMER DECISION MAKING MODELS 8 HOURS

Consumer decision making: Models of consumer decision making - Engle-Kollatt Blackwell model, Howard-Sheth Model, Bettman's Model, HCB Model. Concept of involvement, extensive/limited problem solving – routinized responsive behavior.

MODULE 4: CONSUMER SATISFACTION MODELS 8 HOURS

Post purchase behavior: Consumer satisfaction concept & Models – Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behavior.

MODULE 5: CONSUMERISM 12 HOURS

Consumerism: Evolution of consumer society. Definition of consumerism, buyers & sellers rights, effects of consumerism. Organizational Buying: Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier's Influence; Technology Influence; Customer Influence; Government Influence; Labour Influence, Analyzing Buyers' strengths & Negotiation Capabilities.

MODULE 6: 10 HOURS

Organizational Influences on Buying Behavior: Buying Roles; Market Response: The Buy Grid Model; The Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying.

Suggested Readings:

- DebrajDatta and MahuaDatta. 1ST edition (2011). *Consumer behaviour and Advertising Management*. Vrinda Publication Pvt Ltd.
- K Rama Mohana Rao. 2nd edition (2011). *Services Marketing*. Pearson Education India.
- S.Sumathi and P. Saravanavel.. (2017). *Marketing Research and Consumer Behaviour*. Vikas Publishing House Pvt Ltd.

References:

- Rama Bijapurkar. (2013). *We are like that only*. Penguin India.
- Matinkhan. (2007). *Consumer Behaviour and Advertising Management* new age publishers.
- Conner Acevedo. (2018). *Consumer Behaviour and Advertising Management*. ED-TECH press.

Name of the Program: Master of Business**Administration***Course Code: 3.4.3**Name of the Course: Rural and Agricultural**Marketing*

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Objectives:

- 1 To understand the opportunities and challenges in rural marketing
- 2 To understand the differences between Rural and Agricultural marketing.
- 3 To evaluate different marketing strategies used in rural distribution and promotion.

Course Outcomes:

1. At the end of the course, the student must develop an appreciation for rural and agricultural marketing.

COURSE CONTENT**MODULE 1:INTRODUCTION TO RURAL MARKETING****8 HOURS**

Introduction to Rural Marketing: Definition and Scope of Rural Marketing, Components of Rural Markets, Classification of Rural Markets, Rural vs. Urban Markets. Population, Occupation Pattern, Income Generation, Location of Rural Population, Expenditure Pattern, Literacy Level, Land Distribution, Land Use Pattern, Irrigation, Rural Development Programs, Infrastructure Facilities, Rural Credit Institutions, Rural Retail Outlets.

MODULE 2:RURAL MARKETING MIX**10 HOURS**

Segmenting Rural Markets, Rural Marketing Mix Strategies: Positioning in rural markets, Rural Product Strategies and Brand Management – Rural Pricing Strategies – Rural Distribution Strategies – Innovative Distribution Channels like ITC E-choupal, Godrej Adhar, HUL Shakti, Mahindra Samriddhi sand Godrej Sakhi. Rural Promotional Strategies, Challenges in Rural Communication, Rural Media- Mass Media, Non- Conventional Media, Personalized Media, Rural Media Typology, Rural Media Innovation, Influence of Consumer Behaviour on Communication. Cases on FMCG /Beverages /OTC marketing in rural markets.

MODULE 3: RURAL MARKETING STRATEGIES**8 HOURS**

Marketing strategies for rural markets, Market Research in rural India including findings published reports like Thompson’s rural market index and similar ones, Consumer Finance, Public-Private Partnership, E-Rural Marketing, Role of Government and NGOs in Rural Marketing. Qualitative research techniques for rural research, NSSO rural consumption studies

MODULE 4: AGRICULTURAL MARKETING**12 HOURS**

Agricultural Marketing: Nature and Scope, Objectives of Agriculture Marketing, classification of agricultural products and markets, how agricultural marketing is different from rural marketing, Challenges in Agricultural Marketing, Channels of Distribution for agricultural products, Managing rural distribution networks. Government led incentives for agricultural marketing like Krishimarata Vahini, online trading in Karnataka, and Agmarknet, Impact of Rural Credit and Finance on Rural Consumerism – Scope and role of Banking and NBFCs in Rural markets.

MODULE 5: COOPERATIVE MARKETING**8 HOURS**

Export potential for farm products - Role of APEDA, Global GAP, International Marketing and Export process -Supporting Services, Cooperative Marketing –Concept, History, Functions – Reasons for slow progress of cooperative sector and successful cases such as Amul. Supply Chain Management in Agricultural products including Post harvest processes and cold chains, commodity markets and futures, understanding the economics of fresh, chilled and frozen produce.

MODULE 6: FUTURE OF RURAL MARKETING**10 HOURS**

The Future of Rural Marketing, Concept and working of contract farming in India. Suggestions and group discussions from students on the future of Rural Marketing in India.

Case studies of Safal, Gherkin exports, and Poultry farming may be useful.

Suggested Readings:

- Kashyap. 3rd edition (2016). *Rural Marketing*. Pearson Education India.
- BalramDogra&KarminderGhuman.(2007). *Rural Marketing: Concepts and Cases*. Tata McGraw Hill Education Pvt Ltd
- Krishnamacharyulu. 2nd edition(2010). *Rural Marketing: Text and Cases*. Pearson India

References:

- D Kumar.P Gupta. (2017). *Rural Marketing: Challenges and Opportunities*. SAGE Publications Pvt. Ltd.
- NilabjaGhosh. (2013). *India's Agricultural Marketing: Market Reforms and Emergence of New Channels*. Springer India.
- Dr. SubhashBhave. *Agribusiness Management in India –Text & Cases*

3.5 HUMAN RESOURCES

Name of the Program: Master of Business Administration Course Code:3.5.1 Name of the Course: Learning and Development		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Course Objectives: <ol style="list-style-type: none"> 1. To enable the students to understand the concepts, principles and process of learning and development. 2. To develop an understanding on various non-training solutions to improve employee performance 		
Course outcomes: <ol style="list-style-type: none"> 1. By the end of this course, a student would learn to develop an understanding of how to assess training needs and design training programmes in an Organisational setting. To familiarize the student with the levels, tools and techniques involved in evaluation of training effectiveness 		
Module 1: INTRODUCTION 8 Hours Introduction - Need and importance of Training and development in organizations - A Systematic approach to Training & Development - Assessment, Training and Development and Evaluation Phases, Training administration, difference between training and learning.		
Module 2: ORGANISATIONAL DEVELOPMENT 10 Hours Need Assessment and Analysis - Organizational Support for need assessment - Operational / Organizational analysis - Requirement analysis - Individual analysis - Motivational aspects of HRD - Development cycle - Reinforcement for behaviour modification - Challenges to become learning organization - Trainee readiness - Trainee motivation to learn.		
Module 3: TRAINING METHODS 10 Hours An overview of Instructional Approaches - Traditional and modern Instructional		

Approaches - Internal Vs External Training - Training Methods - On the Job - Apprenticeship working – mentoring; Off the Job - Case studies - lectures - vestibule – sensitivity - in-basket - role plays - audio-visual & other contemporary methods - Adult learning principles or methods

Module 4: TRAINING EVALUATION AND MEASUREMENT **10 Hours**

Training Evaluation and Measurement - Introduction to evaluation process - Criteria development - choosing criteria measures - Evaluation of Criteria - Experimental Designs - quasi experimental designs - Other methods of evaluation - External Training Validity - Models of Evaluation - ROI on Training

Module 5: HUMAN RESOURCE DEVELOPMENT **10 Hours**

Human resource development - HRD at micro and macro levels - Sub-systems of HRD - role of HRD function - Concept of career – Career Stages - Steps in career Planning - Methods of career planning and development - Career development Actions and programs - Career problems and solutions - Guidelines for Career management – Concept, need and importance of management development - Management development process - Leader centred techniques of management development.

Module 6: Valuation of Mergers & Acquisition **8 Hours**

Practical - Design and conduct training program and visit vocational training institutes.

- Create and implement a training needs analysis
- Develop and implement a training plan
- Assess and/or evaluate a training plan
- Propose alternatives to training

Suggested Readings

1. Goldstein, I. L., & Ford, J. K. (2002). Training in organizations: Needs assessment, development, and evaluation (4th ed.). Belmont, CA: Wadsworth.
2. Lynton & Parekh, (2011)., Training for Development, 3 ed. Sage Publications
3. Robert L. Craig, “ASTD Training and Development”, McGraw Hill Publications

References

1. Dugan laird, (2003), Approaches to Training and Development, Perseus Publishing.
2. Noe, A Raymond & Kodwani, Deo Amitabh, (2012), Employee Training and Development”, 5e, McGraw Hill Publications, 2012

Name of the Program: Master of Business

Administration

Course Code:3.5.2

Name of the Course: Team Dynamics at Work

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	58 Hrs

Course Objectives:

1. To understand the purpose and the value of team building.
2. To apply as when teams are important and when they are not.
3. To describe how teams are formed and how they operate.
4. To comprehend and apply the techniques and principles of conflict resolution to make teams more effective.
5. To interpret the application of talent development within a team environment.
6. To evaluate the techniques to assure good team function.
7. Apply team-building activities.

Course outcomes:

1. To impart the fundamentals of the key elements of a business organization
2. To develop analytical skills to identify the link between the management practices in the functional areas of an organization and business environment.
3. To provide insights into latest technology, business communication, management concepts and to build team work and leadership skills among them.
4. To inculcate the habit of inquisitiveness and creativeness aimed at self-actualization and realization of ethical practices.

Module 1: INTRODUCTION

10 Hours

Team composition, formation of teams and development- Intra team Dynamics -Inter group relations -Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making, Group dynamics, Dynamics of teams and Team building

Module 2: LEADERSHIP TEAM DECISION MAKING	10 Hours
Leadership-Team Decision Making, Discovering the interpersonal orientation through, training needs analysis, STAR team model (Strengths, Teamwork, Alignment and Results), Experiential learning Methodologies-T- group sensitivity training, encounter groups Culture, Types of culture in the organization, Culture, Discipline, Organizational Effectiveness in creating team culture	
Module 3: TALENT MANAGEMENT	10 Hours
Elements, benefits and challenges of Talent Management System - Building blocks of Talent management: competencies, performance management, evaluating employee Potential - Modern practices in talent attraction, selection, retention and engagement	
Module 4: GROUPS	10 Hours
Introduction to Groups, Nature of groups, stages of group development, Encounter groups, appreciative enquiry, Discover the facets of interpersonal trust through Johari window, communication skills.	
Module 5: NEGOTIATION	8 Hours
Introduction to Negotiation, Negotiation skills and strategies for team building, team morale, team building strategies at work place.	
Module 6: CONFLICT AND STRESS	10 Hours
Nature of conflict, theories of conflict, work place conflict, Conflict resolution in teams, competitive vs collaborative behaviour, developing collaboration. work stress and stress management	

Suggested Readings
<ol style="list-style-type: none"> 1. Levi, Daniel. (2014). Group Dynamics for Teams, 5th Edition, SAGE Publications. 2. Simon Hartley, Stronger Together: How Great Teams Work , Little, Brown Book Group UK

References
<ol style="list-style-type: none"> 1. Greg L Stewart, Charles C manz, Team Work and Group Dynamics, John Wiley and Sons

Name of the Program: Master of Business

Administration

Course Code:3.5.3

Name of the Course: Performance Management
System

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Course Objectives:

1. The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations.

Course Objectives

1. It is particularly intended for students as future managers and supervisors who will conduct the performance appraisal of their subordinate

Module 1: INTRODUCTION

10 Hours

Conceptual aspects of Performance System, Dimensions and excellence in performance- Pillars of human performance - Theoretical base for PMS - Objectives and functions of PMS - Performance Management Prism - Competency based PMS - Electronic PMS- Potential appraisal and HRM, Performance Management and Employee Development – Emerging trends in performance appraisal.

Module 2: TEAM PERFORMANCE MANAGEMENT

12 Hours

Team performance Management - Building and leading high performance teams - Virtual teams - Remote working, prerequisites of remote team performance -Role of team leaders - Drivers of performance - Designing appraisal programs - Conducting appraisals - individuals and teams - Feedback mechanisms – Individual and team rewards.

Module 3: PERFORMANCE APPRAISAL

8 Hours

Objectives, process, pros and cons of Performance appraisal - Design of appraisal forms using rating scales - Different methods of appraisals – Past, present and future oriented methods.

Module 4: PERFORMANCE MANAGEMENT CHECKLISTS**8 Hours**

Data collection on Performance information - Presentation, interpretation and corrective action - Performance management guidelines and checklists for managers - Common problems in assessment - Ways to avoid pain during appraisals.

Module 5: PAY AND PERFORMANCE**8 Hours**

Managing high performance - Pay for performance - Performance improvement - Identification of gaps - Creative performance strategies - Performance management skills

Module 6: ISSUES IN PERFORMANCE APPRAISAL**10 Hours**

Legal issues associated with performance appraisals - Mentoring and coaching - Counselling and Monitoring Managing development - Guidelines on appraising expatriate's Performance, counselling for better performance - Six sigma and bench marking.

Suggested Readings

1. B D Singh,(2012), Performance Management System – A Holistic Approach”, Excel books
2. S Kohli and T Deb,(2008) “Performance Management”, Oxford Higher Education

References

1. SoumendranarainBagchi, (2013) “Performance Management 2 ed., Cengage Learning
2. Herman Aguinis, (2013) Performance Management” 3 ed. , Pearson.

3.6 HEALTH CARE MANAGEMENT

Name of the Program: Master of Business Administration

Course Code:3.6.1

Name of the Course: Perspectives On Health Care Sector

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

The healthcare sector is one of the important social sectors operating in the economy which has a bearing on the performance of other sectors within the economy. This course will provide bird's eye view of health sector, including the policies pertaining to healthcare set- up in India. The course will help the participants to be familiar with terminology as applicable to healthcare set up including having overview of non-clinical disciplines. The course will also provide understanding of the roles of the government and different constituents in healthcare industry. It provides the general understanding of the gamut of the operations and impact of the same being undertaken by various stakeholders.

Course Objectives:

- To introduce the student to the overview and perspectives of healthcare sector.
- To develop sense of interest about healthcare sector among students.

Course Outcomes:

- By the end of the course, the student is expected to develop sensitivity about healthcare issues.

Unit 1: Introduction

8 Hours

Meaning, Scope & Dimensions of health and well-being, Determinants of health, Role of healthcare in Human Development, economic Development and inclusive growth.

Unit 2: Healthcare Terminology

8 Hours

Introduction to Epidemiology, Human Biology; Familiarization with terms like Bio-chemistry, Physiology, Anatomy, Microbiology, Pathology & Pharmacology.

Unit 3: Indian Healthcare	10 Hours
Constitutional rights and obligations for citizens, Healthcare Delivery in India, Primary, Secondary and Tertiary Levels, Public and Private Health Systems-Indigenous Systems of Medicine, Health Policy, Healthcare Reforms in the recent years.	
Unit 4: Healthcare Sector	12 Hours
Introduction to Medical Diagnostics, Devices and Imaging Industry, Pharmaceuticals, Medical Tourism and Health Insurance-Drivers of healthcare industry-Government Policies and Regulations-Profiles of the major companies -Outsourcing; Challenges and Opportunities-Recent Trends-Research and Development Activities.	
Unit 5: Status of the Healthcare Sector	12 Hours
Introduction to Demographics- Statistics on healthcare infrastructure in India- Overview of international health systems as compared to Indian Health System-Plurality of healthcare situation-Coverage and the impact of the health services-Future of the Indian Health System-Challenges and emerging domains in the healthcare delivery- Social Audit	
Unit 6: Practical Interaction	6 Hours
Case Study Discussion and interaction with healthcare professionals from constituents of the healthcare sector.	
References:	
<ul style="list-style-type: none"> • Goel, S.L. (2004). "<i>Health Care Organization and Structure</i>", Deep and Deep Publications. • Majumdar, P.K (2010). "<i>Fundamentals of Demography</i>", Rawat Publications. • Moisio, Marie A (2000). "<i>A Guide to Health Insurance Billing</i>", Delmar Cengage Learning, 1st Edition. • Kumar, Rajesh (2009). "<i>Global Trends in Health and Medical Tourism</i>", SBS Publishers and Distributors Pvt Ltd. 	

Name of the Program: Master of Business Administration

Course Code:3.6.2

Name of the Course: Management of Public Health Systems

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

“Prevention is better than cure”. This adage goes well with the public health systems. This course will help in learning, develop, implement and evaluate effective public health initiatives within the country. The knowledge attained by this course will enable professionals to conceptualize and analyze programs in the context of the communities they serve, taking into account cultural, social, economic, ethical and legal factors.

Course Objectives:

- To introduce the student to public health domain.
- To make the student understand the principles and dimensions of public health.

Course Outcomes:

- The student shall be in a position to appreciate the role and importance of public health in healthcare

Unit 1: Introduction to Public Health

8 Hours

Meaning and scope - Changing concepts in public health – Concept of disease - Principles of disease transmission & disease control- Health for All vs Health for only those who can pay.

Unit 2: Public Health System

10 Hours

Healthcare of community-Public Health Planning and Management- Role of environment (air, water and land) in Health-Disaster Management-Prediction, Preparation and Rehabilitation-Communitization of Health

Unit 3: Principles and Methods of Public Health

10 Hours

Epidemiology of communicable and non-communicable diseases-Vital Statistics of Public Health – Principles of epidemiological studies and epidemiological methods – Types of epidemiological studies- Surveillance, Monitoring.

Unit 4: National Health Programmes

12 Hours

Health Programmes on Maternal and Child Health, Family Welfare, Occupational Health, Environmental Health, Genetics, Geriatric Health, Nutrition and Health and Mental Health-Evaluation of the programmes and schemes-National Health Mission- Community Health Programs-Community Participation-Role of NGOs-Advocacy Campaigns

Unit 5: Health Education and Communication

10 Hours

Information, Communication and Education (ICE) in Health; Principles, Methods, and Materials-Role of Mass Media-Mass Communication.

Unit 6: Medical Ethics

6 Hours

Codes of Conduct: MCI Regulations (Professional conduct etiquette and ethics) – Ethics of trust vs ethics of rights– Understanding of patient rights-Distributive justice in health care – Ethics in organ transplantation, clinical trial, care of terminally ill, Euthanasia (Assisted Death)

References:

- K Park. (2011). "*Text Book of Preventive and Social Medicine*", BanarasidasBhanot, 21 edition .
- Webber, Roger. (2005). "*Communicable Disease Epidemiology and Control: A Global Perspective*" , Oxford University Press ; 2nd Edition.
- Rao, A.A. Kameswara. (2005). "*Community Medicine: Practical Manual*"
- Schneider, Mary-Jane. (2012). "*Introduction to Public Health*" ., Jones & Bartlett Publishers; 3 edition.
- Sathe&Sathe. (1997). "*Epidemiology & Management for Healthcare for all*", PopularPrakashanam.
- Francis C M. (1993). "*Medical Ethics*", Jaypee Brothers Medical Publishers (Pvt Ltd), NewDelhi.
- S. L Goel. (2001). "*Healthcare Systems and Managements; Primary Healthcare Management*", Deep and Deep Publications, New Delhi , Vol 4.

Name of the Program: Master of Business Administration

Course Code:3.6.3

Name of the Course: Health Economics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

Health Economics course has been designed to develop basic understanding and skills necessary to analyze issues and problems in utilization of health services from an economic perspective. Health sector consumes a large proportion of resources. As a consequence, there are major economic issues involved, not only on whether this amount is right, but how best to spend it and on whom. Therefore, this course becomes imperative for policy makers, planners, and managers in the field of healthcare. The course covers the basic theory of microeconomics in health care such as demand, supply, pricing; production, cost, competitive market equilibrium, monopoly and monopolistic market etc.

Course Objectives:

- To introduce the student to the micro and macro-economic principles as applicable to healthcare.
- To make the student to understand healthcare markets.

Course Outcomes:

- By the end of the course, the student shall be in a position to understand the application of healthcare economics.

Unit 1: Nature and Scope of Health Economics

6 Hours

Definition , Concept and application in Health Systems-Health Economics vs Healthcare Economics-Basic Economic Concepts - Circular Flow of Economic Activity - Using Economics to Study Health Issues - Nature and relevance of Economics to Health and Medical care.

Unit 2: Healthcare and Macroeconomics**10 Hours**

Unique nature of health as an economic activity-Demand and supply of healthcare- Health as a consumer and investment good- Macro economic theory and policy - Valuation & Measurement of Health-Monetary evaluation of length of life- Valuation of the quality of life-Economic Evaluation in healthcare– Understanding of welfare economics.

Unit 3: Healthcare and Microeconomics**10 Hours**

Current Assets, Inventory valuation, Cost formulas (AS-2) Fixed Assets Cost of Acquisition (AS-10), Depreciation methods (AS-6), Liabilities and its classification.

Unit 4: Healthcare Economics and Planning**10 Hours**

Basic Economic Aspects in Healthcare-Externalities (Spillover Effects)-Equity and Health-Techniques of Economic Efficiency, Operational Efficiency and Allocative Efficiency - Economic aspects of Public Private Partnership (PPP).

Unit 5: Healthcare Market**12 Hours**

Meaning and definition, Role and Functions of financial markets, constituents of Financial Markets, Money Market and instruments, Capital Markets and Instruments.

Unit 6: Practical Assignment**8 Hours**

Assignment on demand and supply analysis of new hospitals.

References:

- Getzen, Thomas E. (2006). "*Health Economics and Financing*", Wiley , 3rd Edition.
- Dutta, ShuvenduBikash. (2014). "*Health Economics for Hospital Management*" ,Jaypee Brothers Medical Publication Ltd.
- N K Anand&ShikhaGoel. (2010). "*Health Economics*", A.I.T.B.S Publishers India, New Delhi,2nd Edition.
- V Raman Kutty. (1999). "*A Premier of Health Systems Economics*", Allied Publishers, New Delhi.
- James Henderson. (2011). "*Health Economics and Policy*", Cengage Learning, 5 Edition.

3.7 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)

Name of the Program: Master of Business Administration Course Code:3.7.1 Name of the Course: Strategic Credit Management in Banks		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60Hrs
Course Overview <p>Major challenge faced by every bank is its deteriorating quality of assets, specially the 'advances'. A liberal lending policy of a bank can lead to high volume of non-performing assets while a rigid lending policy could get no business. Further, the competition among banks could force banks to adopt short-term measures for boosting measures, having impact on long-run record of the business. Hence, it is essential for banks to have the idea of managing credit strategically. This course provides a framework of Credit Management of Banks from strategic perspective.</p>		
Course Objectives: <ol style="list-style-type: none">1. To provide a framework of banking in general, and functioning of banks in Indian context, in particular.2. To provide knowledge of the credit management strategies of banks.3. To make understand the process and procedures adopted by banks for processing loan applications.4. To provide knowledge of management of non-performing assets of various banks.		
Course Outcomes: <ol style="list-style-type: none">1. Know the regulation of banks in Indian environment and their functioning.2. Know the process, systems and procedures of sanctioning credit by various banks.3. Obtain the skill of evaluating financial statements and other documents as appraised by the banks.		

4. Know about the strategies used by banks for managing non-performing assets

COURSE CONTENT

Unit 1: EVOLUTION OF BANKING INSTITUTIONS 10 Hours

Introduction to banking business, Commercial Banking, Functions, Services, General Structure and methods of Commercial Banking in India, Mechanism of Credit Creation, Liabilities, Assets of Banking, Systems of Banking, Banking innovations, RBI, Function and Role of RBI, Monetary policy of RBI.

Unit 2: OVERVIEW OF BANK'S CREDIT POLICY 8 Hours

Introduction to Credit policy, Importance, Objectives and Formulation of Loan policy, Credit Exposure and RBI norms, Different types of Loan and Advances, Fund based and Non-Fund based facilities.

Unit 3: APPRAISAL OF CREDIT PROPOSALS: SANCTIONING OF CREDIT LIMITS 10 Hours

Introduction, Meaning and Scope of Credit Appraisal, The credit process, Pre appraisal stage, Appraisal stage, Post-sanction Compliance: Monitoring and Supervision of Advances, Documentation, Purpose, Process for Fresh Advances, Documentation at time of Renewal/Enhancement/Death of a borrower.

Unit 4: CREDIT ANALYSIS: DIFFERENT TYPES OF BANK BORROWERS 10Hrs

Introduction, Credit Analysis of Sole Proprietary concern, Partnership firms, Limited companies, Local Bodies and Statutory Bodies/Corporations.

Unit 5: EVALUATING COMMERCIAL LOAN REQUEST: FINANCIAL STATEMENT ANALYSIS 10 Hours

Introduction, Financial statements, Ratio Analysis as a tool for Financial Statement analysis, Accounting ratios, Types of ratios used for appraisal of Credit Proposal

Unit 6: MANAGEMENT OF NON-PERFORMING ASSETS 8 Hours

Introduction, Meaning and Definition, Importance, and Classification of Non-Performing assets, Guidelines for classification, Provisioning norms, Recovery of NPA's, Strategies for reducing NPA's

Suggested Reading

- 1) Popli, G. S., & Puri, S. K. (2013). Strategic Credit Management in Banks. PHI Learning Pvt. Ltd..
- 2) Suresh, P., & Paul, J. (2014). Management of banking and financial services. Pearson Education India.
- 3) Gordon, E., & Natarajan, K. (2009). Financial markets and services. Mumbai: Himalaya Publishing House.
- 4) Khan, M. Y. (2013). Indian financial system. Tata McGraw-Hill Education.
- 5) Gupta, P. K. (2011). Insurance and risk management. Himalayan Books.

References

- 1) LOOMBA, J. (2013). Risk management and insurance planning. PHI Learning Pvt. Ltd.
- 2) Sethi, J., & Bhatia, N. (2012). Elements of Banking and Insurance. PHI Learning Pvt. Ltd..

Name of the Program: Master of Business Administration

Course Code:3.7.2

Name of the Course: Insurance Planning & Management

Course Credits	No of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60Hrs

Course Overview

Many Financial Products and Services have been innovated and introduced in financial markets over centuries. One of the Prominent Financial Products is Insurance. Being the need of every individual and organization, knowledge of its spread, systems and operations is essential for every person planning a career in Finance. This Course is introduced to provide a broad-based knowledge about various insurance products and the operational procedures associated with the major products.

Course Objectives:

1. To provide knowledge on the various forms of Life, Health and Property Insurance.
2. To provide orientation on selection of insurance products.
3. To outline the mechanism of pricing insurance products.
4. To orient about the operational procedures of various forms of insurance

Course Outcomes:

- 1) Know about the various forms of insurance and their suitability.
- 2) Know about the criteria for selection of various insurance products.
- 3) Know the pricing mechanism of insurance products.
- 4) Know the systems and procedures associated with various forms of insurance.

COURSE CONTENT

Unit 1: INTRODUCTION TO INSURANCE**8 Hours**

Introduction, Meaning, Origin and Development of Insurance, Characteristics, Purpose and Need, Benefits, Functions and Importance of Insurance, Principles and Nature of Insurance

Contract, Types of Insurance Contracts, Fundamentals of Insurability, Classifications of Insurance, Structure of Insurance Industry in India

Unit 2: LIFE INSURANCE, NEED AND POLICY ANALYSIS**10 Hours**

Introduction, Motives of Purchasing Life Insurance Policy, Life's need analysis, Determining the amount of Life Insurance, Human value approach, Need's approach, Capital retention approach, Life Insurance Policy, Types of Life Insurance Policy, Benefits of Life Insurance, Policy selection, Determining the cost of Life Insurance, Factors to consider while buying Life insurance.

Unit 3: MEDICAL INSURANCE**10 Hours**

Health Insurance Policy, Health Insurance Policies in India-An Overview, Types of Health Insurance, Types of Coverage, Personal Accidents/Disability Income Insurance, Factors to consider while buying Medical Insurance

Unit 4: PERSONAL PROPERTY AND LIABILITY INSURANCE**8 Hours**

Home Owner's Insurance, Coverage Types, Claims procedure, Motor Vehicle Insurance-Types, Overseas and Travel Insurance-Types, Travel Insurance Policy exclusion

Unit 5: INSURANCE PRICING**10 Hours**

Pricing Objectives, Rate making, Life Insurance Pricing elements, Objectives of Rate making, Basis of rating in Indian context, calculation of Premium, Rate making in property and Liability Insurance, Method so floating

Unit 6: POLICY SERVICING AND CLAIMS SETTLEMENT**10 Hours**

Insurance Documents, Nomination, Alterations, Revival, Policy loans, Surrender value and Paid up value, Issue of Duplicate Policies, Cost Policies, Claim settlement Objectives, Types and Steps in Settlement of Claim, Claim settlement process for Life

Insurance, Health Insurance, Re-Insurance, Need, Types and Alternatives.

Suggested Reading

1. Jatinder Loomba : Risk Management and Insurance Planning PHI, 2014
2. Misra M. Nand Misra S.R, Insurance Principles and Practice, S. Chand and Co. New Delhi, 2007
3. P.K. Gupta, Insurance and Risk Management, Himalaya Publishing House, 2015
4. Ganguly, Anand, "Insurance Management", New Age International, New Delhi

References:

1. Jave S. Trieschimam, Sandra G. Guatarson, Robert E Houyt, Risk Management and Insurance, Thomson Sowell Western Singapore, 2003
2. Black, Kenneth and Horord D Shipper, "Life and health Insurance", Pearson Education, New Delhi.

Name of the Program: Master of Business Administration

Course Code:3.7.3

Name of the Course: Indian Financial System

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60Hrs

Course Overview

A finance professional needs knowledge of financial management practices within the organization, and financial systems which influence the organization from outside. The financial system comprises of financial institutions, financial markets, financial instruments, financial products and services. A thorough understanding of all these components will equip a finance manager to make better and informed decisions. Hence, the course on "Indian Financial System" which orients the learner all the external forces influencing financial and strategic decisions of a business enterprise is introduced.

Course Objectives:

1. To provide an insight into the functioning of Indian financial system.
2. To make students understand the various components of the financial system, the inter-relationship among different components and the impact on business enterprise.

Course Outcomes:

1. The frame work of Indian Financial System.
2. The various financial institutions that have impact and influence on business organizations and their functioning.
3. The financial markets and their mechanism, with special emphasis on Stock Exchanges.
4. Various financial services available for a business enterprise

COURSE CONTENT

Unit 1: OVER VIEW OF FINANCIAL SYSTEM

6 Hours

Indian Financial System – Features, Constituents of Financial System –Financial Institutions, Financial Services, Financial Markets and Financial Instruments. Overview of Global Financial System

Unit 2: FINANCIAL INSTITUTIONS

12 Hours

Meaning of Financial Institutions, Special Characteristics, Broad Categories – Money Market Institutions and Capital Market Institutions. Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India,, National Small Industrial Development Corporation, National Industrial Development Corporation, Life Insurance Corporation of India, Unit Trust of India

Unit 3: NON-BANKING FINANCIAL INSTITUTIONS

8 Hours

Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.

Unit 4: FINANCIAL SERVICES

12 Hours

Concept, Objectives/Functions, Characteristics, Financial Services–Concept, Classification, Regulatory Framework. Merchant Banking, Mutual Funds, Leasing, Credit Rating.

Unit 5: FINANCIAL MARKETS

12 Hours

Meaning and definition, Role and Functions of financial markets, constituents of Financial Markets, Money Market and instruments, Capital Markets and Instruments.

Unit 6: STOCK EXCHANGE

6 Hours

Meaning and definition, Role and Functions, Regulatory Framework of Stock Exchange, Profile of Indian Stock Exchanges, Listing, Trading.

Suggested Reading :

1. Guruswamy,S., “Indian Financial System”, The McGrawHill Companies.
2. L.M.Bhole: Financial Institutions & Markets, TataMcGrawHill, NewDelhi.
3. Khan,M.Y;“IndianFinancialSystem”,TheMcGrawHillCompanies.
4. KarkalG.C:Unorganised money markets in India, Lalwani, Bombay.
5. H.RMachiraju:Indian Financial System, VikasPub.House.

References:

1. ICWA, Financial Services, ICAI, Publication.
2. G.S.Patel CapitalMarket, Functioning and Trends, ICFAI Publication.

3.8 START-UPS AND SMEs MANAGEMENT

Name of the Program: Master of Business Administration Course Code:3.8.1 Name of the Course: perspectives on Startups and SMES		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
Course Overview <p>Micro, Small and Medium Enterprises (MSME) contribute nearly 8 percent of the country's GDP, 45 percent of the manufacturing output and 40 percent of the exports. An estimated 47 million enterprises with an investment of Rs.13 trillion in fixed assets accounted for an employment of 106 million people in 2012-13. They provide the largest share of employment after agriculture. They are the nurseries for entrepreneurship and innovation. They are widely dispersed across the country, in both urban and rural areas, and produce a diverse range of products and services to meet the needs of the local markets, the global market and the national and international value chains. For these reasons, MSME is rightly recognized as an engine of economic growth and as an important and vibrant socio- economic actor in the national ecosystem. But, in an increasingly globalizing market, competitiveness is the key for the survival and growth of an MSME. This demands sound strategic and operational management of the enterprise. This course is aimed at imparting knowledge and skills to address this demand. This course exposes students to the objectives, challenges, and requirements for effectively managing the small to mid-sized business. The course assumes the venture in question is in existence, and therefore spends little or no time with startup related issues, which are covered in another elective in this stream.</p>		
Course Learning Objectives: <ul style="list-style-type: none">• To develop perspective and an appropriate understanding of Startups and SMEs in the Indian context		

<p>Course Outcomes: On successful completion of the course, the students will be able to;</p> <ul style="list-style-type: none"> • By the end of the course, students will build an awareness and application level on the startups and SMEs. 	
<p>MODULE 1: INTRODUCTION</p> <p>Definition and meaning SMEs & startups, role, importance and present status in Indian economy, Factors influencing their emergence, Government Policies for startups and SMEs in India, Monetary and Fiscal Policies, Problems and Challenges.</p>	<p>8 HOURS</p>
<p>MODULE 2: PROCESS OF NEW VENTURE</p> <p>Registration & Licensing, bank & other statutory formalities. Organizing the basic infrastructure such as premises, water, power, transport etc., procurement of machinery & equipment, mobilization of human and material resources, trial run.</p>	<p>10 HOURS</p>
<p>MODULE 3: LAUNCHING OF STARTUPS</p> <p>Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.</p>	<p>10 HOURS</p>
<p>MODULE 4: SUPPORTING INSTITUTIONS</p> <p>Concept of Market equilibrium and Revenue curves, Characteristics of different market structures, Price determination and firms equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly, Price discrimination, International price discrimination and dumping, Pricing methods.</p>	<p>12 HOURS</p>
<p>MODULE 5: FINANCING</p> <p>Theories of factor pricing: wages and rent, Theories of interest and investment decisions, Profit and profit functions.</p>	<p>8 HOURS</p>
<p>MODULE 6: PRACTICALS</p> <p>Discussions on Live Case studies of two Enterprises, Talk by/ Interaction with two entrepreneurs from the start ups and established SME.</p>	<p>8 HOURS</p>

Suggested Reading:

- K.V. SubbaRao , “Entrepreneurial Development and New Enterprise Management”, Adhyayan Publishers and Distributors, 2009
- Indian Institute of Banking and Finance , “Small and Medium Enterprises in India”Taxmann Publishers, 2013
- Dr. Vasant Desai, ”Small scale industries and entrepreneurship”, HimalayaPublishing House,9th Edition, 2014
- Preeti Singh , “Dynamics of Indian Financial System: Markets, Institutions andServices, Global Professional Publishing Ltd, 2012
- Longenecker, Moore et al , “Small Business Management”, Thomson PublishingCompany ,14th edition, 2008

References:

1. Prof. AnjanRaichaudhuri, Managing New Ventures – Concepts and Cases on Entrepreneurship, PHI Learning Pvt Ltd,2010
2. Report of the Working Group on MSME for the 12th Five-Year Plan, Ministry ofMSME, Government of India.

Name of the Program: Master of Business

Administration

Course Code:3.8.2

Name of the Course: Basic Management Aspects of
Small Business

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

Management includes management of business organizations, whether large, medium, small or micro. Small businesses are not necessarily managed in a way similar to that of large and multinational organizations. In other words, management of functional area of large organizations is different from that of small businesses because of size, resources, challenges and nature of the business. Hence entrepreneur of small business has to have better understanding of management of business organizations in general and management of small business in particular. This will ensure success in not only establishment but also in management and growth of small business.

Course Learning Objectives:

- To make the students understand the managerial dimensions of small business.
- To help the students get equipped with necessary managerial skills for managing their enterprises in case of potentiality.

Course Outcomes:

By the end of the course, the confidence of students in managing the small businesses will increase.

MODULE 1: INTRODUCTION**8 HOURS**

Characteristics of the small business – Differences with Large Business, Management of Small business Vis-a-Vis large business, Managing Business Environment for SMEs.

MODULE 2: MANAGING MARKETING**10 HOURS**

Internal and External environment scanning, Business Model Development, Idea Management, Marketing Plan, formal and informal Market Research, distribution channels, Role of ICT.

MODULE 3: MANAGING FINANCES**10 HOURS**

Challenges of Managing Finance, Taxation and Costing. Sources of Finance, Traditional costing vs Activity based costing, Handling petty cash, Business and checks, computerised accounting – advantages, Merchant accounts, accounting software.

MODULE 4: MANAGING HUMAN RESOURCE**10 HOURS**

Concept of Market equilibrium and Revenue curves, Characteristics of different market structures, Price determination and firms equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly, Price discrimination, International price discrimination and dumping, Pricing methods.

MODULE 5: MANAGING PRODUCTION AND OPERATIONS**10 HOURS**

Production in small business vis-a-vis production in large business, size of the plant, process, planning and control of production in small business, cost of production, utilization of production capacities, technical knowhow.

MODULE 6: PRACTICALS**8 HOURS**

Interaction with any 3 small business entrepreneurs on experiences of managing Marketing, Finance, Human Resources & Production.

Suggested Reading:

1. Dr. Vasant Desai, "Dynamics of entrepreneurial development and management", Himalayan Publishing House ,5th edition, 2014
2. Richard M. Hodgetts, Donald F Kuratko and Margaret Burlingame,"Small BusinessManagement" , Wiley Publishing, 1st Edition, 2007

References:

1. Fred S. Steingold, "Hiring your first employee: A step-by-step guide ", NOLO 1st Edition, 2008
2. Stuart Atkins MBA, "Small Business Marketing: A Guide for Survival Growth and Success", Book Surge Publication, 2009
3. James Stephenson, "Ultimate Small Business Marketing Guide", Entrepreneur Press, 2nd Edition, 200
4. Colin Barrow, "Financial Management for the small business", Kogan Page Ltd, 6th Edition, 2006

Name of the Program: Master of Business

Administration

Course Code:3.8.3

Name of the Course: Establishment of SMEs

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

Many will have dreams of becoming an entrepreneur. It is required to recognize such instinct among student community by imparting such an education which will help them to become an entrepreneur. This course is intended to introduce and sensitize the potential on the basic processes involved in starting a new business ventures.

Course Learning Objectives:

- The primary objective of this course is to encourage entrepreneurial thinking in the student community and give them a chance to evaluate their personal prospects for continuing or starting a business venture.
- Another objective is to make students to understand the essentials of establishing SMEs.

Course Outcomes: By the end of the course, the students must get clarity of vision and roadmap for establishing a new business venture

MODULE 1: INTRODUCTION**8 HOURS**

Evolution of SMEs in India-Relevance to Indian Economy-Growth and development of SMEs before and after 1991-Government policies on SMEs-Present status of sector wise SMEs.

MODULE 2: ENTREPRENEURSHIP AS A CAREER**8 HOURS**

Choice of Entrepreneurship as a Career, Factors favouring entrepreneurship as a career - Reasons for the failure of entrepreneurship venture – Avoidance of failure - Concept & importance of Competence - Awareness & Assessment of Competence - Development of Competencies.

MODULE 3: ENTREPRENEURIAL PROCESS**10 HOURS**

Developing Successful Business Ideas - Recognizing and Evaluating the Opportunity - Feasibility Analysis - Industry and Competitor Analysis - Developing an Effective Business Model - Moving from an Idea to an Entrepreneurial Firm - Managing and Growing the Enterprise and Exercises – Types of entry strategies and selection.

MODULE 4: RESOURCE PLANNING AND DETAILED PROJECT REPORT 12 HOURS

Locational Considerations - Procurement of Land and Buildings- Procurement of Machinery-Equipment, Preparation of the Detailed Project report - Filing of Entrepreneur Memorandum - Processing for Financial Assistance - Obtaining Statutory Licenses and Clearances, Trial Production, Commercial Production.

MODULE 5: TOOLKIT FOR ENTREPRENEURS**8 HOURS**

Experiences of Entrepreneurs looking beyond placements & salaries - Entrepreneurs roadmap - Successful Entrepreneur's Personality - Managing excellence in Career - Business Start-up Checklist - Self Assessment Checklist for Entrepreneur, Critical thinking skills -Case Studies & Work Sheets etc.

MODULE 6: PRACTICALS**8 HOURS**

Reading of News Papers or a good business magazine and look for example, Reading of small or medium entrepreneur in Indian small or medium magazine, YFS Magazine Young, Fabulous and Self Employed, SME and Entrepreneurship Magazine, Reading of Forbes, Fast Company Inc., HBR

Suggested Reading:

1. Poornima M Charntimath, "Entrepreneurship development and small business enterprise", Pearson Publishers, 1st Edition, 2005
2. David, Otes "A Guide to Entrepreneurship", Jaico Books Publishing House Delhi, 2004
3. A Sahay & V Sharma, "Entrepreneurship & New Venture Creation", Excel Books, 1st Edition, 2008.

References:

1. William J. Stolze , " Startup: an entrepreneur's guide to launching and managing a new venture, Rock Beach Press, 1989.
2. Justin Longenecker, Leo B. Donlevy, Terri Champion, Carlos W. Moore, J. William Petty, Leslie E. Palich "Small Business Management: Launching and Growing New Ventures, 5th Edition, 2013
3. Morse and Mitchell, "Cases in Entrepreneurship" Sage South Asia Edition, 2006
4. K Ramachandran, "Entrepreneurship – Indian cases on Change Agents" TMGH.

3.9 Business Analytics

Name of the Program: Master of Business

Administration

Course Code:3.9.1

Name of the Course: The Data Science using R and Python

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Overview of the Course:

The field commonly known as “Data Science” lies at the intersection of mathematics, computer science, and domain expertise. Within the data science (DS) world, there are a multitude of areas of study, and exploration. The demand for skilled data science practitioners is rapidly growing, and this course prepares you to tackle real-world data analysis challenges. This course will introduce you to the basics of R programming.

Course Objectives:

- To make students understand the implementation of R and Python for data analytics
- To equip students to be skilled in the data analytics tools

Course outcomes:

- Analyze data sets using the various functions available in R and Python
- Create dashboards by visualization techniques in R and python

Unit 1: Introduction to R**8 HOURS**

Basic Concept in R, Data Structure, Import of Data. Graphic Concept in R: Graphic System, Graphic Parameter Settings, Margin Settings for Figures and Graphics, Multiple Charts, More Complex Assembly and Layout, Font Embedding, Output with cairo pdf, Unicode in figures, Colour settings, R packages and functions related to visualization.

Unit 2: Descriptive Analysis using R**12 Hours**

Computing an overall summary of a variable and an entire data frame, summary() function, sapply() function, stat.desc() function, Case of missing values, Descriptive statistics by groups, Simple frequency distribution: one categorical variable, Two-way contingency table: Two categorical variables, Multiway tables: More than two categorical variables.

Unit 3: Visualization of Data in R**10 Hours**

Bar Chart Simple, Bar Chart with Multiple Response Questions, Column Chart with two-line labeling, Column chart with 45o labeling, Profile Plot, Dot Chart for 3 variables, Pie Chart and Radial Diagram, Chart Tables, Distributions: Histogram overlay, Box Plots for group, Pyramids with multiple colors, Pyramid: emphasis on the outer and inner area, Pyramid with added line, Aggregated Pyramids, Simple Lorenz curve.

Unit 4: Introduction to Python**10 Hours**

Jupyter Notebook, Python Functions, Python Types and Sequences, Python More on Strings, Reading and Writing CSV files, Advanced Python Objects, map(), Numpy, Pandas, Series Data Structure, Querying a Series, The DataFrame Data Structure, DataFrame Indexing and Loading, Querying a DataFrame, Indexing Dataframes, Merging Dataframes

Unit 5: Data Aggregation, processing and Group Operations**10 Hours**

Time Series, Date and Time, Data Types and Tools, Time Series Basics, Date Ranges, Frequencies, and Shifting, Time Zone Handling, Periods and Period Arithmetic, Resampling and Frequency Conversion, Time Series Plotting, Moving Window Functions, Natural Language Processing, Image Processing, Machine Learning K Nearest Neighbors Algorithm for Classification, Clustering

Unit 6: Visualization of Data with Python**10 Hours**

Using Matplotlib Create line plots, area plots, histograms, bar charts, pie charts, box plots and scatter plots and bubble plots. Advanced visualization tools such as waffle charts, word clouds, seaborn and Folium for visualizing geospatial data. Creating choropleth maps

Reference Books:

- Ozdemir, S. (2016). *Principles of data science*. Packt Publishing Ltd.
- Grus, J. (2019). *Data science from scratch: first principles with python*. O'Reilly Media.
- Wickham, H., & Grolemund, G. (2016). *R for data science: import, tidy, transform, visualize, and model data*. " O'Reilly Media, Inc."
- VanderPlas, J. (2016). *Python data science handbook: Essential tools for working with data*. " O'Reilly Media, Inc."

Name of the Program: Master of Business Administration

Course Code:3.9.2

Name Of the Course: Advanced Statistical Methods For Business Decision Making

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview:

The course is designed for acquiring professional skills and knowledge in the area of statistics. The students will be enabled to independent treatment of statistical research issues. Data analysis of typical research problems will be done to equip the students to better work with statistical tools like R and Python.

Course Objectives:

- To make students understand the importance of statistics for data analytics
- To equip students with strong theoretical knowledge of statistics and its applicability in data analysis

Course outcomes:

- Understand the various concepts of statistics used in data analysis

- Evaluate the best fit concept as a solution to problem
- Execute and solve problems using statistical concepts

Module 1: Introduction to Statistical Analysis

Introduction to Statistics – Descriptive and Inferential Statistics- Data Collection and Presentation - Categories of Data Groupings- Exploring Data Analysis - Descriptive Statistics: Measure of Central Tendency, Measure of Dispersion. Sampling and Inference about population- Hypothesis Testing Basics

Module 2: Essential Probability Distributions in Decision Making

Discrete and Continuous Probability Distributions - Normal Distribution- Chi Square Distribution- Poisson Distribution- F Distribution – Exponential Distribution- T- Distribution- Properties and Applications in Business

Module 3: Analysis of Cross Sectional Data Using Regression

Introduction to Cross Sectional Data- Analyzing Cross Sectional Data -Introduction to Linear Regression- OLS Estimation- Assumptions of Multi Collinearity, Heteroscedasticity and Auto Correlation in Model Estimation-Statistical Tests for Model Stability- Interpretation of Regression Coefficients- Model Testing- Prediction Accuracy Using Out of the Sample Testing

Module 4: Classification Methods- Multiple Discriminant Analysis and Logistic Regression

Discriminant model and analysis: a two-group discriminant analysis, a three-group discriminant analysis, the decision process of discriminant analysis (objective, research design, assumptions, estimation of the model, assessing overall fit of a model, interpretation of the results, validation of the results). Logistic Regression model and analysis: regression with a binary dependent variable, representation of the binary dependent variable, estimating the logistic regression model, assessing the goodness of fit of the estimation model, testing for significance of the coefficients, interpreting the coefficients.

Module 5: Dimension Reduction Techniques- Principal Components and Common Factor Analysis

Population and sample principal components, their uses and applications, large sample inferences, graphical representation of principal components, Biplots, the orthogonal factor

model, dimension reduction, estimation of factor loading and factor scores, interpretation of factor analysis.

Module 6: Structural Equation Modeling

Concept of structural equation modeling, Confirmatory factor analysis, canonical correlation analysis, conjoint analysis.

References:

- Adams, J., Khan, H. T., & Raeside, R. (2014). *Research methods for business and social science students*. SAGE Publications India.
- Marcoulides, G. A., & Hershberger, S. L. (2014). *Multivariate statistical methods: A first course*. Psychology Press.
- Ott, R. L., & Longnecker, M. T. (2015). *An introduction to statistical methods and data analysis*. Cengage Learning.
- Mertler, C. A., & Reinhart, R. V. (2016). *Advanced and multivariate statistical methods: Practical application and interpretation*. Routledge.

Name of the Program: Master of Business Administration

Course Code:3.9.3

Name of the Course: ANALYTICS FOR DECISION MAKING

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview:

This course focuses on the best practices and approaches for measurement and analysis of the crucial factors that impact the decision in the corporate world. The course will help to discover the techniques to develop quantitative models that leverage business data, statistical computation to enhance the various key factors in this field.

Course Objectives:

1. Get insights on various analytical tools to solve real-life challenges.
2. **Use the models and the tools to meet customer demands and make optimal decisions.**

Course Outcomes

1. To understand the advanced statistical tools used for analytics.
2. Use the data gained from the various sources to evaluate strategic alternatives.
3. Make efficient investments and assess your efforts.
4. Understand regression and conjoint analysis along with the topics of social media analytics.

Unit 1: Introduction to Business Analytics

What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility

Unit 2: Data

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

Unit 3: Introduction to Data Mining

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

Unit 4: Introduction to Machine Learning

History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

Unit 5: Decision Making Under Uncertainty:

Introduction to business decision making, Elements of decision analysis, One stage decision problems, The precision tree Add-in, Multi stage decision problems, Role of Risk Aversion

Unit 6: Application of Business Analysis

Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

Reference Books:

- Evans, J. R. (2017). *Business analytics* (p. 656). England: Pearson.
- Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., & Anderson, D. R. (2016). *Essentials of business analytics*. Cengage Learning.
- Laursen, G. H., & Thorlund, J. (2016). *Business analytics for managers: Taking business intelligence beyond reporting*. John Wiley & Sons.
- Albright, S. C., & Winston, W. L. (2014). *Business analytics: Data analysis & decision making*. Cengage Learning.

3.10 SUPPLY CHAIN AND LOGISTICS MANAGEMENT SPECIALIZATION

Name of the Program: Master of Business

Administration

Course Code:3.10.1

Name of the Course: Inventory Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Objectives: The objective of this course is to:

1. Understand and analyze managerial problems in industry so that they are able to use resources and inventory management more effectively.
2. Knowledge of formulating and executing various quantitative analysis of managerial problems in industry.
3. Use of inventory operations methods and computer tools in solving real problems in industry.
4. Understand various real-life problems in warehouse planning.

Course Outcomes:

On successful completion of this course students shall be able to:

- 1: Apply various inventory planning methods to execute day to day operations effectively.
- 2: Analyze the strengths and weaknesses of various inventory methods and perform cost analysis.
- 3: Develop the strategies that can be taken to manage inventories, including deciding the timing and quantity for replenishments without hurting the level of product availability..
- 4: Evaluate warehouse planning systems and apply these systems to improve management decision making

COURSE CONTENT

Module 1: Introduction	8 HOURS
Introduction to Inventory Management, Working Capital Cycle, Importance of Inventory Management, The Financial Implications of Holding Inventory, Inventory Carrying Cost, Effect on Financial, and The Role of the Inventory Manager, Independent and dependent demands, Deterministic and stochastic demands, Different inventory systems.	
Module 2: Inventory Planning	8 HOURS
Introduction to Inventory Planning, Service Level Policies – OTIF, ABC Analysis, Traceability and Variety Reduction, Inventory Coding Systems, The Inventory Management Plan, Stages of Inventory Management Plan.	
Module 3: Inventory Models:	12 HOURS
Deterministic demand model, Independent and dependent demands, Joint replenishment inventory problem Series, assembly, tree and general production network systems, Optimal solution, heuristics and approximation, Bill of material and material requirements planning (MRP), Material management organization, Centralized and decentralized management.	
Module 4: Inventory Operations	8 HOURS
Introduction to Inventory Operations, Monitoring Movements– Inventory Accuracy, Measuring and Valuation of Inventory, Receipt & Issuance of Inventory, Systems to Replenish Inventory, EOQ, ROP, JIT.	
Module 5: Effective Inventory Management System	10 HOURS
Introduction to Effective Inventory Management System, Stages of Effective Inventory Management System, Inventory Management & the Supply Chain Strategy, Demand Forecasting, Lead time Management, Understanding ERP Fundamentals & Terminology.	
Module 6: Warehouse Planning and System	10 HOURS
Introduction to Warehouse Planning & Systems, Warehouse Location & Acquisition Options, Warehouse Design and Layout, Materials Handling & Equipment, Warehouse Operations, Record Keeping & Communication, Perpetual	

Systems/Continuous Review Systems, International Quality Standards, Physical Inventory & Cycle Counting.

SUGGESTIVE READINGS:

1. Bowersox, D.J., Closs, D.J., Cooper, M.B., & Bowersox, J.C. (2013). Supply Chain Logistics Management. (4 th ed.), McGraw Hill/Irwin.
2. Toomey, J. W., Inventory Management: Principles, Concepts and Techniques. Kluwer Academic Publishers, 2000.

REFERENCES:

1. Zipkin, Paul H., Foundations of Inventory Management. The McGraw-Hill Company, 2000.
2. Silver, E. A., Pyke, D. F. and Peterson, R., Inventory Management and Production Planning and Scheduling. 3rd Edition, Wiley, 1999.

**Name of the Program: Master of Business
Administration**

Course Code:3.10.2

Name of the Course: Supply Chain Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

COURSE OBJECTIVES

1. Impart the fundamentals of supply chain management and to apply them in real world problems.
2. Describe the increasing significance of logistics and its impact on both costs and service in business and commerce.
3. Incorporate and learn the critical elements of logistics and supply-chain management processes based on the most relevant application in forward-thinking companies.
4. Develop criteria and standards to achieve improved business performance by integrating and optimizing the total logistics and supply-chain process.

Course Outcomes:

On successful completion of this course students shall be able to:

- 1: Understand the importance of supply chain of an organization and its application in various sectors & sourcing management techniques to manufacturing systems.
- 2: The students should be able to apply the right information through the help of forecasting techniques in case of transportation, warehousing & distribution.

3: Apply various analytical methods and tools so that students are able to measure and evaluate various facets of supply chain performance.

4: Understand the global perspectives of planning and implementing supply chain practices in the operations.

COURSE CONTENT

Module 1: Introduction

8 HOURS

Understanding the Supply Chain--The changing business landscapes driving forces --Supply chain concepts, characteristics and issues--Role of logistics in supply chains, value added role of logistics; logistics activities; interface with micro economy such as marketing, production and other functional areas and macro economy such as global economic policies; global dimensions of supply chains; global transportation options; strategic channel intermediaries; storage facilities and packaging.

Module 2: Managing Demand, Order and Supply

12 HOURS

Demand Management: Balancing Supply and demand; traditional forecasting; sales and operations planning; CPFR; fulfillment models, Order management and customer service: Influencing the order through CRM; executing the order; e-commerce order fulfillment strategies; expected cost of stock outs; order management influences on customer service, Managing Inventory in Supply Chain

Module 3: Transportation and Distribution

10 HOURS

Transportation: Managing the flow of the supply chain; modes of transportation; Transportation planning and strategy; transportation execution and control; transportation technology; Regulations in transportation industry; basis of transportation rates, Distribution -managing fulfillment operations: role of distribution in SCM; distribution planning and strategy; distribution execution; distribution metrics; distribution technology; warehouse management systems and material handling

Module 4: Supply Chain Network Analysis and Design

10 HOURS

The need for long range planning; the strategic importance of supply chain network design; influence of shifting locations of customer or supply markets; logistics and supply chain network design process; major locational determinants; Modeling

approaches - optimization model; simulation model; heuristic models; The Grid Technique; transportation pragmatics.

Module 5: Sustainability and Challenges

8 HOURS

Supply Chain Sustainability: Framework; reverse logistics systems; reverse logistics system versus closed loops; managing reverse flows in supply chains. Strategic challenges and change for supply chains: Principles of SCM; focus of SC.M; supply chain strategies; supply chain transformation.

Module 6: Global perspective

8 HOURS

Global Perspective: Structure, Objective, Introduction, Motives and Development of Global Markets, Managing the International Supply Chain Operations, Supply Chain Reconsideration, and Risk Involved, Benchmarking Global Supply Chains.

SUGGESTED READINGS:

1. Supply Chain Management, Strategy, Planning, and Operation, Sunil Chopra & Peter Meindl, 3/e, PHI Learning Private Limited, 2007.
2. Textbook of Logistics & Supply Chain Management, Agrawal D. K., 1/ e, MacMillan Publishers India Ltd., 2010.
3. Modelling the Supply Chain, Jeremy F. Shapiro, 2/e, Duxbury Applied Series Cengage Learning, 2009.

REFERENCES:

1. Logistics, David J. Bloomberg, Stephen LeMay & Joe B. Hanna, 2/e, Pearson Education, 2002.
2. Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, 2/e, Tata McGraw-Hill Publishing Company Limited, 2008.

Name of the Program: Master of Business

Administration

Course Code:3.10.3

*Name of the Course: **Logistics Management Systems & Practices***

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Objectives:

1. Understand the concept, functions, objectives and importance of logistics management systems and practices in an organization
2. Apply the knowledge of the multimodal transportation model to get cost advantage
3. Outline the need for Warehouse Management.
4. Highlight the need and different techniques of logistic information systems.

Course Outcomes:

On successful completion of this course students shall be able to:

1. Understand the logistics Management function starting from Demand Management through Inventory Management.
2. Plan and implement suitable logistics management principles and practices in the operations.
3. Understand the need for Lean management System and Apply appropriate approaches to project using Lean tools and techniques.
4. Understand the working concept of logistic information systems principles and implementation.

COURSE CONTENT

MODULE 1: INTRODUCTION

8 HOURS

Logistics: Evolution, objectives, components and functions of logistics management,

distribution related issues and challenges, gaining competitive advantage through logistic management, transportation- functions, costs and mode, Inbound, outbound and Reverse Logistics

MODULE 2: BASICS OF MULTIMODAL TRANSPORT 12 HOURS

Two, Three, Four and Five PL Models, Domestic and International trade logistics, Freight forwarding by Road, Rail, Sea and Air, Multi-Model transportation Models– Packing Models to minimize costs, damages and Handling of materials, LCL's, FCL's, Freight Consolidation, Freight Forwarders and NVOCC, Outsourcing of Logistics Services, Overview of MMTG Act (1993), Shipping Intermediaries and Formalities

MODULE 3: WAREHOUSE MANAGEMENT 10 HOURS

Warehousing – Centralized and Decentralized, Matrix Models, Hub & spike models, Carrying and Forwarding practices, Transfer of goods and costs associated, Cartels and Specialized warehouses, Freight consolidation, Shipment Documents – for Customs clearance, FEMA compliances, claiming export benefits, EDI networks, Self-Certification Systems, Role of Trade facilitating Bodies.

MODULE 4: LOGISTICS STRATEGIES 8 HOURS

Logistics Strategy: Strategic role of logistics – Definition-role of logistics managers in strategic decisions: Strategy options, Lean Strategy, Agile Strategies & Other strategies: Designing & implementing logistical strategy, Quality customer service & integrated logistics: Customer service-importance elements- the order cycle system- distribution channels-Functions performed-Types designing- Logistical packaging

MODULE 5: RETAIL LOGISTICS 10 HOURS

Retail Logistics Network Design for Global Operations: Global Logistics Network Configuration, Orienting International Facilities, Considerations and Framework, Trade-offs Associated with each Approach, Mapping the Different Approaches, Capacity Expansion Issues, Information Management for Global Logistics, The Global LIS/LITS, Capabilities and Limitations, Characteristics of Logistics Information and Telecommunications Systems.

MODULE 6: LOGISTICS INFORMATION SYSTEM 8 HOURS

Concept of Logistic Information System (LIS), Importance of LIS, Principles of designing LIS, Logistics Information architecture, application of information technology in logistics and supply chain management, requirements of logistics in E-commerce, E-logistics structure & operation, logistic resource management.

SUGGESTIVE READINGS:

1. Turkey Yildiz Optimization of Logistics and Supply Chain Systems: Theory and Practice, 2019.
2. Jeffrey K. Liker and Gary L. Convis, 1/e, Tata McGraw-Hill, 2012.
3. Textbook of Logistics & Supply Chain Management, Agrawal D. K., 1/e, MacMillan Publishers India Ltd., 2010.

References:

1. Modelling the Supply Chain, Jeremy F. Shapiro, 2/e, Duxbury Applied Series Cengage Learning, 2009.
2. Logistics, David J. Bloomberg, Stephen LeMay & Joe B. Hanna, 2/e, Pearson Education, 2002.

Fourth Semester
Core Subject

<p>Name of the Program: Master of Business Administration</p> <p><i>Course Code:4.1</i></p> <p><i>Name of the Course: International Business</i></p>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
<p>Course Objectives:</p> <ul style="list-style-type: none"> • To introduce complex problems and issues facing the International Business • To develop ability to manage the opportunities & risks of international business • To understand the special issues of managing an international organization • To reinforce capacities of strategic analysis and application in an international context • To help develop abilities to think outside narrow frameworks and incorporate broad perspectives into decision-making. • To improve report writing and presentation skills <p>Course outcomes:</p> <p>On successful completion of this subject, students should be able to:</p> <ul style="list-style-type: none"> • Demonstrate sound knowledge of how business organizations operate in international environment • Explain the global trends that affect international management • Examine systematically the main aspects of the international business environment including country competitiveness and risk factors. • Know factors that influence location decisions, positioning strategies, international completion. • Process of formulating and implementing international strategies. 		

MODULE 1: INTRODUCTION TO INTERNATIONAL BUSINESS, GLOBALIZATION AND TRADE **10 HOURS**

Introduction to International Business. Differences between international business and domestic business, Stages of internationalization. Globalization and its impact on business, society and the environment.

International trade theories (Country-specific and firm-specific), Porter's diamond, Global Competitiveness Index and Business Competitiveness Index.

WTO, IMF, WB and Regional Economic integration and Trade blocks (ASEAN, NAFTA, OECD, European Union etc.)

MODULE 2: INTERNATIONAL BUSINESS ENVIRONMENT **10 HOURS**

Economic Environment – Types of economies, Measures of economic success such as GDP, GNP, PPP, Inflation, Human Development Index, Global Happiness Index etc.

Social and Cultural Environment – Hofstede's cultural dimensions and its implications for cross-cultural management.

Technological Environment – Differences in level of technology and innovation and its implications for businesses.

Political and legal environment – Types of governments, Political risks and managing political risks.

Legal environment, Types of law, Basis of International law, Composition, jurisdiction and powers of International court of Justice.

MODULE 3: INTERNATIONAL BUSINESS STRATEGY AND OPERATIONS **10 HOURS**

Assessing international business opportunities, Entry strategy and Modes of Entry. Green field ventures, Acquisitions,

Mergers and Strategic Alliances in the International context.

Operations management and competitive advantage, strategic issues in Operations Management (Manufacturing Management, Logistics Management and Procuring),

Technology transfers – issues arising out of technology transfers.

MODULE 4: INTERNATIONAL MARKETING **8 HOURS**

Introduction to International marketing: The globalization of Markets & Brands. Market Segmentation, Pricing and Distribution Strategy, Issues in Global Advertising

MODULE 5: INTERNATIONAL STAFFING AND EXPATRIATION **8 HOURS**

Staffing Policy, Process of expatriation, Managing Expatriates, Performance Appraisal, Compensation & International Labor Relations.

MODULE 6: INTERNATIONAL TRADE, FINANCE AND INVESTMENT 8 HOURS

Foreign Exchange Markets, FDI- in World Economy, horizontal and vertical FDI, benefits of FDI to home and Host Country. FDI- Indian Scenario. EXIM, Export and Import financing, Export marketing, India's EXIM policy, Balance of Payments.

Roles of Institutions connected with EXIM.

Suggested Reading:

- Charles Hill, Tomas Hult and Rohit Mehtani (2019), International Business: Competing in the Global Marketplace (SIE) | 11th Edition, McGraw-Hill Publication
- Francis Cherunilam, International Business, Texts and Cases, Prentice Hall Of India, 6th Edition, 2018
- John Daniels, Lee Radebaugh, Daniel Sullivan and Reid Click, "International Business-Environment and Operations, Prentice Hall, 17th Edition, 2019

Reference Books:

- Griffin, R.W. and Pustay, M.W. (2020) International Business: A managerial perspective, 8th Edition, Pearson Publ.
- Sundaram, A. K. & Black, J.S (1999), The international Business Environment: Text and Cases, Printice-Hall of India Publ.
- Hodgetts, R.M. and Luthans, F. (2005) International Management, 5th edition, Tata McGraw-Hill Publ.

Common Elective

<p>Name of the Program: Master of Business Administration</p> <p><i>Course Code: 4.2.4, 4.3.4, 4.4.4, 4.5.4, 4.6.4, 4.7.4, 4.8.4 & 4.9.4</i></p> <p><i>Name of the Course: Data Analysis and Visualization using Tableau</i></p>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
<p>Overview of the Course:</p> <p>Data Visualization is a core component of the Business Analytics skill set. This course will provide an introduction to the main concepts of visual analytics such as visuals reports and dashboards with a hands-on tutorial to Tableau, a leading self-service Business Intelligence and Data Visualization tool.</p> <p>Course Objectives:</p> <ul style="list-style-type: none"> • To familiarize the students about different kinds of representing the data. • To introduce tableau for Visualization of the data <p>Course outcomes:</p> <ul style="list-style-type: none"> • Create and represent different kinds of data. • Create story boards and dashboards for business decisions • Evaluate the use of visualization tools for different contexts 		
<p>MODULE 1: INTRODUCTION TO DATA VISUALIZATION</p> <p>Introduction to data visualization, Need and importance of visualization, telling stories with data, Basic design principles for charts and graphs. Common tools for creating data visualizations, Application of design principles, Advantages of Modern Analytics platform.</p>		<p>8 HOURS</p>
<p>MODULE 2: SKILL SET FOR VISUAL ANALYSIS</p> <p>Information visualization, Effective data analysis, visual perception, Building blocks of</p>		<p>6 HOURS</p>

information visualization, analytical interaction and navigation, analytical patterns and examples.

MODULE 3: INFORMATION DASHBOARD DESIGN

8 HOURS

Characteristics of Dashboards, Visual Designing process, Designing dashboard for usability, Aesthetics of dashboards, testing for usability, Critical design practices.

MODULE 4: INTRODUCTION TO TABLEAU

12 HOURS

Introduction and Overview, Scope of tableau for data visualizations, Data preparation, the tableau workspace, working with measures and dimensions, saving, opening and sharing workbooks, Adding data sources in tableau – setting up data connectors, selecting data tables, joins and unions, data types, Meta data, Adding hierarchies, calculated fields and table calculation.

MODULE 5: DATA VISUALIZATION

14 HOURS

Specific types of charts including bar charts, line charts, scatter plots, waterfall chart, Gantt charts, histograms, bullet charts and several others, legends, filters, hierarchies, highlight tables, heat maps. Aggregation functions, calculated fields, Aggregation in calculated fields – text operators, date fields, Logical functions in calculated fields – parameters, searching text fields, table calculations – types, quick table calculations, customized table calculations, Level of detail expressions. Maps

MODULE 6: ADVANCED ANALYTICS AND INTERACTIVE DASHBOARD 12 HOURS

Overview of tableau analytics pane, constant, average and reference lines, trend lines, forecasts. Creating an interactive dashboard – dashboard pane, placing charts on dashboard, dashboard titles, navigation buttons, dashboard actions. Best practices for designing a dashboard.

Essential Reading:

- Loth, A. (2019). Visual Analytics with Tableau. John Wiley & Sons.
-

Reference Books:

- Laursen, G. H., & Thorlund, J. (2016). Business analytics for managers: Taking business intelligence beyond reporting. John Wiley & Sons.
- Healy, K. (2018). Data visualization: a practical introduction. Princeton University Press.

- Wilke, C. O. (2019). Fundamentals of data visualization: a primer on making informative and compelling figures. O'Reilly Media.
- Baldwin, D. (2016). Mastering Tableau. Packt Publishing Ltd.

Elective Subjects

4.2 Finance

Name of the Program: Master of Business

Administration

Course Code:4.2.1

Name of the Course: Financial Techniques for Strategic Decision making

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

Every Strategic Decision must be made considering all perspectives, most essentially, the financial perspective. Various tools and techniques exist for making decisions from financial perspective. This course introduces the learners to few of the important tools and techniques which help in Strategic Decision Making. Further, decision-making can be made simple with use of appropriate skills and one essential skill is use of Spreadsheets. This course also gives an orientation to fundamentals of financial modelling, which helps in decision-making process.

Course Objectives:

1. To give orientation on various financial tools and techniques used in decision-making process
2. To enable learners to make decisions from finance perspective
3. To introduce the learners to 'financial modelling' and give insights on use of spreadsheets.

Course outcomes:

This course will equip the students with required skills of Investment decisions and actions.

1. Identify the financial perspective in decision making process
2. Know about some of the important financial techniques used in decision making process
3. Acquire decision-making skills
4. Get acquainted with spreadsheet skills

**MODULE 1: TECHNIQUES OF RISK ANALYSIS IN CAPITAL BUDGETING DECISION
6 HOURS**

Risk Analysis in Capital Budgeting – Measuring and Managing Capital Budgeting Risks – Sensitivity Analysis, Scenario Analysis, Simulation, Standard Deviation and Co-efficient of Variation, Risk-Adjusted Discount Rate Method, Certainty Equivalent Co-efficient Method, Decision Tree Analysis and Probability Distribution Method.

MODULE 2: COST MANAGEMENT TECHNIQUES 12 HOURS

Target Costing, Value Analysis / Value Engineering, Pareto Analysis, Life Cycle Costing, Environmental Management Accounting.

MODULE 3: PRICING STRATEGIES AND DECISIONS 10 HOURS

Theory and principles of Product Pricing, Pricing – New Product, Finished Products and Pricing of Services, Sensitivity Analysis in Pricing Decisions, Pricing Decision under special circumstances, Pricing Strategies.

MODULE 4: PERFORMANCE MEASUREMENT AND EVALUATION 6 HOURS

Responsibility Accounting, Linking Critical Success Factors (CSFs) to Key Performance Indicators (KPIs) and Corporate Strategy.

Performance Measurement Models – Balanced Scorecard, The Performance Pyramid, The Performance Prism and The Building Block Model.

**MODULE 5: STRATEGIC DECISION MAKING AND MANAGERIAL CONTROL
10 HOURS**

Decision making using

- CVP Analysis
- Relevant Cost Concepts
- Activity Based Costing
- Ethical and Non-financial Consideration relevant to decision-making.

MODULE 6: FINANCIAL MODELLING 8 HOURS

EXCEL FUNCTIONS – IF, SUM, SUMIF, SUMIFS, AVERAGE, AVERAGEIF, AVERAGEIFS, INDEX AND MATCH, V-LOOKUP, RANK, MIN AND MAX
COMMON ERRORS IN EXCEL – VALUE, NAME, DIV/0, REF, NUM, N/A, etc.

FINANCE FUNCTIONS – FV, PV, PMT, RATE, NPV, XNPV, IRR, XIRR, SLOPE (Beta Calculation), Financial Model for Calculation of WACC, Corporate Valuation and Stock Valuation.

Reference Books:

- Ryan and Ryan (2002), “Capital Budgeting Practices of Fortune 1000: How have things changed”, Journal of Business and Management, Volume 8, Number 4.
- Block, Stanley (2005), “Are there differences in capital budgeting procedures between industries? – An Empirical Study”, The Engineering Economist, pp55-67,
- Jain and Yadav (2002), “Financial Management Practices in India, Singapore and Thailand”, “Management and Accounting Research”, Volume 3, No. 4, April-June, pp 84-102.
- Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India(ICMAI), and The Institute of Company Secretaries of India (ICSI)
- Khan, M.Y., and Jain, P.K., “Financial Management – Text, Problems and Cases”, Tata McGraw-Hill Publishing Company Limited.

Name of the Program: Master of Business

Administration

Course Code:4.2.2

*Name of the Course: International Financial
Management*

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

A business enterprise having international transactions is exposed to various risks. While understanding the global environment, the economic impact of the transactions, the procedures and formalities to be adhered to are on one side, the impact of transactions on cash flow of the entity on account of fluctuations in foreign exchange rate is another aspect that must be addressed. This course titled “International Financial Management” aims to orient all the aspects a professional need to know in carrying out international transactions.

Course Objectives:

1. To orient the students on global business environment.
2. To give knowledge on the foreign currencies and foreign exchange markets.
3. To make students understand the various risks an enterprise is exposed to on account of international transactions.
4. To provide knowledge and skills for hedging foreign currency risks.

Course outcomes:

- The global financial environment, currency system, relationship between economies and impact of international transactions on the economy.
- Functioning of international financial markets.
- Fixing of exchange rate.
- Foreign currency risks and hedging strategies.
- Interest rate risks and hedging strategies

MODULE 1: GLOBAL FINANCIAL MANAGEMENT **8 HOURS**

Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime

MODULE 2: BALANCE OF PAYMENTS **8 HOURS**

Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.

MODULE 3: FOUNDATION OF FOREIGN EXCHANGE **8 HOURS**

Quotations – Direct and Indirect; Ask Rate, Bid Rate and Spread Points; Spot, Future Spot and Swap Points; Appreciation and Depreciation of Currency (Premium / Discount), Cross Rates, Cross Currency Arbitrage.

MODULE 4: EXCHANGE RATE DETERMINATION **8 HOURS**

Purchasing Power Parity Theory, Interest Rate Parity Theory, International Fischer's Effect, Pure Expectations Theory. Covered Interest Arbitrage

MODULE 5: FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES

16 HOURS

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps

MODULE 6: INTERNATIONAL FINANCIAL DECISIONS **12 HOURS**

International Capital Budgeting Decisions: Home Currency Approach and Foreign Currency Approach; Impact of Inflation. International Financing Decisions: Sources of International Financing – ADRs, GDRs, FCCBs, External Commercial Borrowings, Masala Bonds, Foreign Bonds, Euro Bonds, Floating Rate Notes etc. International Working Capital Management: Netting, Leads and Lags, International Money Markets.

Reference Books:

- Alan Shapiro (2008), "Multinational Financial Management", Wiley India Private Limited, 8th Edition.
- Apte, Prakash (2007), "International Finance – A Business Perspective", Tata McGraw Hill, 2nd Edition.
- David B. Zenoff & Jack Zwick (1969), "International Financial Management", Prentice Hall.
- Rita M. Rodriguez L. Bigame Carter, (1979), "International Financial Management" Prentice Hall, 2nd Edition.
- V. A. Avadhani (2017), "International Finance- Theory and Practice", Himalaya Publishing House, 8th Edition.

Additional Readings:

- Haugen Robert (2003); *"Modern Investment Theory"*, Pearson Education, 5th Edition.
- Bhalla, V.K. (2006); *"Investment Management"*, S. Chand; 12th Edition.
- Madura, Jeff,(2005), *"International Corporate Finance"*, Thomson South-Western, 8th International Edition.
- Sharan, Vyuptakesh (2012), *"International Financial Management"*, Prentice Hall of India, 6th Edition.
- A.V. Rajwade, (2014), *"Foreign Exchange International Finance and Risk Management"*, Prentice Hall. 5th Edition.

Name of the Program: Master of Business

Administration

Course Code:4.2.3

Name of the Course: Risk Management and Derivatives

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

Uncertainty coupled with financial implication is 'risk'. Every business enterprise is exposed to various risks from the operations within and environmental forces outside. Unless the risks are understood, measured, analyzed and taken care of, the good prospects of the entity cannot be ensured. A finance professional must have knowledge of measuring and hedging various risks. This course entitled "Risk Management and Derivatives" aims at providing knowledge of risks and various hedging strategies.

Course Objectives:

1. To orient students on the meaning and types of risks.
2. To enable understanding of the functioning of Derivatives Market and the mechanism of Derivative Operations
3. To provide knowledge on volatility risks associated with investments and strategies for hedging the same with derivatives.
4. To give knowledge on Commodity Markets, risks associated with Commodities and Commodity Derivatives.
5. To equip learners with strategies for hedging interest rate risk

Course outcomes:

By the end of this course, a student would learn:

- Risk analysis in capital budgeting.
- Risks associated with investments and hedging with derivatives.
- Meaning and types of derivatives.
- Futures – terminology, mechanism, hedging and pricing.
- Options – terminology, mechanism, pay-offs, hedging and pricing.
- Commodity markets and commodity derivatives.

MODULE 1: INTRODUCTION TO RISK AND DERIVATIVES**8 HOURS**

Meaning of Risk. Types of Risks of a Business Enterprise – Market Risk, Operating Risk, Interest Rate Risk, Legal Risk, Financial Risk, Liquidity Risk, Capital Budgeting Risk, Volatility Risk, Credit Risk, Forex Risk and Other Risks.

Derivatives – Meaning and Types. Derivatives Market – Functions, Players (Hedgers, Speculators and Arbitrageurs). Derivatives Market in India. Forward Agreements – Meaning and Features.

Future Contracts – Meaning. Terms associated with Futures. Differences between Forwards and Futures.

MODULE 2: FUTURE CONTRACT- MECHANISM, HEDGING AND TRADING**10 HOURS**

Margin and Settlement Mechanism of Futures. Calculation of Value-at-Risk (VaR) Hedging with Futures – Stock Hedging: When there is a future contract available on the stock and when there is no future contract available on the stock. Portfolio Hedging: Adjusting Portfolio Risk. Pricing of Futures.

MODULE 3: OPTIONS – BASICS, MECHANISM AND STRATEGIES**12 HOURS**

Option Contracts – Meaning, Types – Call, Put, American, European, In-the-Money, At-the-Money and Out-of-the-Money. Pay-off and Pay-off Diagrams for Options. Hedging Strategies – Protective Put & Protective Call Strategy: and Covered Call & Covered Put Strategy. Trading Strategies with Options – Straddle, Strip, Strap, Strangle, Spreads.

MODULE 4: OPTION PRICING**10 HOURS**

Put-Call Parity Theory, Portfolio Replication Method, Risk Neutralization Method, Binomial Method and Black-Scholes Method. Option Greeks.

MODULE 5: INTEREST RATE RISK AND RISK HEDGING STRATEGIES**10 HOURS**

Interest Rate Swaps, Forward Rate Agreements, Interest Rate Futures, Interest Rate Options, Caps, Floors and Collars, Swaption.

MODULE 6: COMMODITY RISKS AND COMMODITY DERIVATIVES**10 HOURS**

Commodity Markets, Commodity Exchanges in India. Commodities traded in Exchanges. Meaning and features of Commodity Derivatives. Trading and Settlement System for Commodity Derivatives. Pricing of Commodity Futures. SEBBI guidelines for Indian Commodity Markets.

Suggested Reading:

- Damodaran Aswath (2014), *“Applied Corporate Finance”*, John Wiley & Sons Inc, 4th Edition..
- Chandra, Prasanna (2007), *“Financial Management – Theory and Practice”*, Tata McGraw-Hill Publishing Company Limited, 10th Edition.
- Pandey, I M (2021), *“Financial Management”*, Pearson Publications, 12th Edition.

Reference Books:

- Kapalesh Ashar (2019), *“Financial Management Essentials you always wanted to know”*, Vibrant Publishers, 4th Edition.
- Rustagi (2020), *“Fundamentals of Financial Management”*, Taxmann Publications Pvt. Ltd.; 15th edition

PRACTICALS / SKILL ENHANCEMENT ACTIVITIES

1. Measure the risk level associated with select stocks and design hedging strategy with Future Contracts
2. Design Option Strategies for hedging investment risk in Stocks.
3. Identify suitable Option Trading Strategies and the timing of execution for stock and index underlying
4. Ascertain the interest rate risk of at least 3 companies and strategies adopted by them for hedging such risk
5. Prepare report on the functioning and effectiveness of Commodity Derivatives in India.

4.3 Marketing

Name of the Program: Master of Business

Administration

Course Code:4.3.1

Name of the Course: Strategic Brand Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

Brands that a firm has invested in and developed over time are their valuable assets. Processes, designs and strategies of organizations may be easily copied, but a strong brand is something which cannot be easily reproduced. Strong brands can influence purchase decisions by communicating the value of and providing differentiation for products and services. Effective brand management is critical to maintaining the long-term profitability of products and services. This course is designed to develop students' understanding of the importance of brand equity as well as how to build, measure and manage brand equity.

Course Objectives:

- To give students a deeper understanding of the process of brand building in a variety of business contexts, the integrated requirements for effective brand reinforcement, revitalization as well as the models, measures and impact of brand equity.

Course outcomes:

By the end of this course, a student would learn

- Understand key principles of branding, positioning and brand building strategies.

MODULE 1: PRODUCT MANAGEMENT**8 HOURS**

Product Planning and New Product Management- Product Portfolio Analysis - Market Attractiveness & Components of Market Attractiveness – Product Market Strategies - Product Life Cycle Stages And Corresponding Strategies – Competitor Analysis

MODULE 2: INTRODUCTION TO BRAND MANAGEMENT**10 HOURS**

Brands Vs Products- Brand Management - Brand Components & Attributes- Significance Of Branding To Consumers & Firms - Selecting Brand Names- Brand Identity – Keppeler Brand Identity Prism Model - Branding Challenges & Opportunities

MODULE 3: BRAND EQUITY**12 HOURS**

Types of Brands - Strategic Brand Management Process – Brand Attribute Management & Architecture – Brand Portfolio Strategy – Brand Extension And Stretching - Making A Brand Strong-Sources Of Brand Equity-The 4 Steps Of Strong Brand Building- Aaker's Brand Equity Model – Customer Based Brand Equity – Brand Leveraging, Brand Loyalty.

MODULE 4: BRAND POSITIONING**8 HOURS**

Types Of Positioning- Over, Under & Repositioning- Differentiation – Identifying Gaps Using Perceptual Maps - Co-Branding –Licensing – Celebrity Endorsement - Positioning Guidelines.

MODULE 5: BRAND AUDIT AND VALUATION**8 HOURS**

Brand Audit - Internal Branding- Introduction to Brand Valuation – Components & Types Of Valuation.

MODULE 6: BUILDING ONLINE BRANDS**10 HOURS**

Integrated Marketing Communication - The New Media Environment – Building and managing online Brands - Marketing Communication Options – Using social media to Build Brands – E-Commerce & Brands

Suggested Reading:

- Kevin Lane Keller M. G. Parameswaran and Isaac Jacob (2010), Strategic Brand Management, Pearson Education India, 3rd Edition.

- RamanujMajumdar (2007),” Product management in India”, PHI Learning Pvt India.
- KirtiDutta (2012), Brand Management, Principles and Practices ,Oxford University Press, 1st Edition.

Reference Books:

- Kevin Lane Keller (2012), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall, 4th Edition, 2012
- MG Parameswaran , Building Brand Value – Five Steps to Building Powerful Brands, Tata McGraw hill, 2006
- SubrotoSengupta , Brand Positioning: Strategies for Competitive Advantage, Tata McGraw Hill Education, 2005
- J.N. Kapferer , The New Strategic Brand Management (Creating And Sustaining Brand Equity Long Term) , Kogan Page Publishers India, 2008.
- S.A. Chunawalla , Compendium of Brand Management,Himalaya Publishing House , 2011
- David A Aaker , Managing Brand Equity, Free Press, 1991.

Name of the Program: Master of Business

Administration

Course Code:4.3.2

Name of the Course: Marketing Research and Metrics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

The course will assist students to understand the process by which market information is collected and analysed and to apply this understanding to the development of a marketing plan in response to a real-life client problem.

Course Objectives:

- To enhance the students understanding of the marketing research industry.
- To develop skills required by the researcher and understand different applications of Marketing Research
- To be able to exploit Marketing Research data for management decision-making

Course outcomes:

By the end of this course, a student would learn

- Understand the process of marketing research and its different processes
- Identify sources of information
- Understand different research methods
- Apply selected research methods
- Analyze and interpret both qualitative and quantitative data
- Conduct and analyze a focus group discussion
- Build a simple questionnaire from a web-based survey administration site.

MODULE 1: INTRODUCTION TO MARKETING RESEARCH

8 HOURS

Introduction to Marketing Research, Nature and Scope, Difference between Market and Marketing Research, Marketing Research Process, Applications of Marketing Research, Limitations of Marketing Research, Ethical considerations in Marketing Research.

MODULE 2: QUESTIONNAIRE DESIGN AND SAMPLING

10 HOURS

Major Qualitative and Quantitative Research Designs, Types of Research Design, Designing Questionnaires for Market Research, Types of Questions, Schedule, Reliability and Validity of a Questionnaire, Sampling Techniques, Procedure for sample selection and sample determination, Design of fieldwork, Selection of cities/centers, Organizing Field Work, Selection of Respondents, Control procedures on the field.

MODULE 3: DATA ANALYTICS AND HYPOTHESIS TESTING USING STATISTICAL PACKAGE

12 HOURS

Introduction to statistical packages (SPSS, PASW, JASP, Jamovi etc.), Data input, coding, recoding, data cleaning, Split file, Group, Subset, merge file options, Descriptive and inferential statistics, Visualization, exploration and extracting data summary statistics, Overview of hypothesis, Parametric and Non-parametric tests and their applications in marketing research.

MODULE 4: INTRODUCTION TO MARKETING METRICS

10 HOURS

The alignment of business objectives, strategies and metrics; the potential gap between metrics and business outcomes, the importance of marketing metrics, measuring market effectiveness. Market share, relative market share, market concentration, market penetration, brand penetration, penetration share, share of requirements, heavy usage index, market share decomposition, brand development index and category development

index.

MODULE 5: PRICING, PRODUCT AND PORTFOLIO MANAGEMENT 10 HOURS

Price premium, maximum reserve price and maximum willingness to buy, price elasticity, optimal price, percentage breakeven price change, price discrimination, competitor reaction, elasticity and cross and residual price elasticity. Trial volume and trial rate, repeat volume and repeat rate, adjusted trial rate, cannibalization rate, weighted contribution margin and breakeven with cannibalization.

MODULE 6: SALES FORCE MANAGEMENT AND PROMOTION PROFITABILITY 10 HOURS

Sales funnel, sales pipeline, lead, closure rate, sales forecasting, workload, sales force effectiveness. Baseline sales, incremental sales, promotional lift, return on marketing investment, coupon redemption, pass-through, gross rating points, impression, cost per thousand impressions, reach, frequency, share of voice, page views, visitors, click-through rates, cost per click, cost per order, cost per customer acquired, bounce rate, abandonment rate. Customer lifetime value, retention rate, attrition rate & churn rate.

Essential Reading:

- Malhotra, N and Dash, S. (2019). Marketing Research – An Applied Orientation, (7th ed). Pearson Education
- Bendle, N.T., Farris, P.W., Pfeifer, P.E., and Reibstein, D.J. (2016) Marketing Metrics: The Manager's Guide to Measuring Marketing Performance (Third Edition). Upper Saddle River, New Jersey: Pearson.

Reference Books:

- Kozielski, Robert (2018), Mastering Marketing Analytics, 1st Edition, Emerald Publication.
- Sauders, M., Lewis, P & Thornhill, A (2016), Research Methods for Business Students, 7th Edition, Pearson Education.

Name of the Program: Master of Business

Administration

Course Code:4.3.3

Name of the Course: Digital Marketing

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

Marketing has changed from traditional advertising media to online platforms. The course shall introduce the student to social media platforms. Market research forms the back bone of digital marketing. Reputation of entities can be altered within minutes which is of high risk. Use of social media effectively produces engaged customers and their posts are brand advertisements which spread through word of mouth. Digital marketing can be successful only if an organized plan has been drawn. Social relation building helps in increasing Customer Loyalty. Hence, it is not just online presence but also its maximum utilization that is important. There is a huge inflow of new digital marketing technology and tools. Choosing the right tool is essential for customer delight and deriving results. Most of the business have digital presence but lack a strategy to tackle the digital competition.

Course Objectives:

- To understand the basics of digital marketing.
- To develop a comprehensive digital marketing strategy
- To be able to use new media such as search engine and social networking.

Course outcomes:

- By the end of the course, the student will be able to evaluate the risks involved in digital marketing. It shall make them be able to attract and retain customers online.

MODULE 1: INTRODUCTION **10 HOURS**

Introduction to marketing in the digital environment, Types of web presence, common e-commerce business models, pure play, hybrid and multi-channel options. Media options online, Fulfilment options and strategies, Introduction to payment gateways and paypal.

MODULE 2: DIGITAL MARKETING RESEARCH **10 HOURS**

Audience profiling and segmentation, Internet usage patterns ,Post Internet consumer behaviour and understanding buyer behaviour online, pillars of direct marketing, Online research and behaviour tracking methods, Introduction to behavioural targeting. Online surveys, blog mining, data mining, Building customer profiles using navigation and sales data, Competitor analysis online, Integrating online and offline strategies.

MODULE 3: SEARCH ENGINE MARKETING **10 HOURS**

Email campaign creation and management, Google Adwords, search and display on search engines, pricing models online, Introduction to page rankings, googleAdwords analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization. Search Engine Marketing - Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology.

MODULE 4: SOCIAL MEDIA AND e-PR **10 HOURS**

Using Facebook, Linked-in, twitter, Youtube including creating a channel on You Tube, Content guidelines for online communications, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph. Building relationships with different stakeholders online.

MODULE 5: ONLINE REPUTATION MANAGEMENT **8 HOURS**

Introduction to online reputation management, Importance of managing online reputation for a business, strategies and tools of online reputation management, handling negative comments.

MODULE 6: RECENT TRENDS **8 HOURS**

Localization of content and advertising. Marketing using mobile networks, evolution of Indian banking industry – journey from brick and mortar to mobile banking, Consumer

engagement – meaning and methods.

Suggested Reading:

- Deepak Bansal (2009), “A Complete Guide To Search Engine Optimization”, B.R Publishing Corporation, 1st Edition.
- Strauss.J and Frost . R (2009), “E- Marketing”, Pearson Education, 5th Edition.
- Ramsey (2010), “Seven Guidelines for Achieving ROI from Social Media”, eMarketer.

Reference Books:

- Godfrey Parkin (2009), “Digital Marketing: Strategies for Online Success”, United Kingdom: New Holland.
- Damian Ryan (2014), “Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation”, Kogan Page, 3rd Edition.
- Jonah Berger (2013), “Contagious Why Things Catch On”, Simon & Schuster, 1st Edition.

4.4 HUMAN RESOURCES

<p>Name of the Program: Master of Business Administration</p> <p><i>Course Code:4.4.1</i></p> <p><i>Name of the Course: Strategic HRM</i></p>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
<p>Overview of the Course:</p> <p>With increasing competition, the technological, socio cultural and economic changes have triggered the need for constantly developing the human resources. HRD is no longer limited to the confines of a departmental activity, now it finds a place even in the vision and mission statements of the companies. The need to survive in the ever-changing business world demands a well-developed pool of human resources with strategies.</p> <p>Course Objectives:</p> <ul style="list-style-type: none"> • To develop the perspective of strategic human resource management. • Distinguish the strategic approach to human resources from the traditional functional approach. <p>Course outcomes:</p> <ul style="list-style-type: none"> • By the end of this course- a student would learn the relationship of HR strategy with overall corporate strategy and understand the strategic role of specific HR systems 		
<p>MODULE 1:</p> <p>HR environment HRM in knowledge economy Concept of SHRM Investment Perspective of SHRM Evolution of SHRM Strategic HR vs. Traditional HR –Barriers to strategic HR Role of HR in strategic planning.</p>		<p>8 HOURS</p>
<p>MODULE 2:</p> <p>Strategic fit frameworks - Linking business strategy with HR strategy - HR bundles approach, best practice approach - Business strategy and human resource planning - HRM</p>		<p>10 HOURS</p>

and firm performance linkages - Measures of HRM performance - Sustained competitive advantages through inimitable HR practices.

MODULE 3: 10 HOURS

HR Systems - Staffing systems - Reward and compensation systems - Employee and career development systems - performance management systems - Various Strategic Management frameworks.

MODULE 4: 10 HOURS

Strategic options and HR decisions – Downsizing and restructuring - Domestic and International labour market - Mergers and acquisitions - Outsourcing and off shoring.

MODULE 5: 10 HOURS

Strategic Responses of Organisations to Changing Environment – Portfolio process and structure related strategic responses. M & A s and Strategic HR .

MODULE 6: 8 HOURS

Conduct an Interview with CEO or Authorised authority and data collection on Strategic responses of Organisations to changing environment (Ref. Srinivas R. Kandula PHI 2012).

Interview schedule for conducting case study

- Interviewee's awareness / knowledge of strategic responses being planned / implemented / progressed in the organization. (common)
- Compatibility between voluntary participative forums and collective bargaining forum (HR Managers)
- Reasons for strong / weak / no relationship (positive or negative) between strategic responses and SHRD system. (HR Manager / Individual / Trade Unions)
- Unions perception on the commitment of employer, frontline officers and workers in SHRD system (Trade union leaders)
-

Suggested Reading:

- Mello- Jeffrey A (2018), "Strategic Human Resource Management", Thomson Learning Inc, 1st Edition.
- Kelliher, C., Garavan, T., Bailey, C., Mankin, D. (2018). Strategic Human Resource Management. United Kingdom: Oxford University Press.

- Khandekar, A., Sharma, A. (2014). Strategic Human Resource Management: An Indian Perspective. (n.p.): Lulu.com.
- Strategic Human Resource Management: An International Perspective. (2017). United Kingdom: SAGE Publications.

Name of the Program: Master of Business

Administration

Course Code:4.4.2

Name of the Course: International HRM

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

A challenging aspect of HRM in most firms with multinational operations is the multicultural nature of their work force, which is further compounded by its geographical dispersion. In addition, HRM like so many other managerial functions, takes place not in vacuum but within the overall internal organisational environment and the external national and international context in which the company operates an attempt is made to know the insight of IHRM.

Course Objectives:

- To be able to assess the extent to which multinational companies can have companywide HRM strategies, policies and practices

Course outcomes:

By the end of this course, a student would learn a perview of the major challenges that MNC's face and to be familiar, through a real-life case study, with some of the HRM issues faced by staff in a foreign subsidiary of a major multinational company

MODULE 1:

8 HOURS

International HRM - Domestic HRM v/s IHRM - Managing International activities - Human Resource Planning - International recruitment and selection - Training and development of expatriates – M & A –Integration of acquired employees in newer cultures, Global Mobility and HR-International postings.

MODULE 2:

10 HOURS

Repatriation – Expatriation and repatriation - Selection methodology of expatriation - Process of repatriation, job related adjustments, organisational development - International compensation: components, objectives and methods of compensation - Taxation decisions

- Changing trends in International employment.

MODULE 3:

10 HOURS

Managing HR in Virtual Organisation: Meaning and types of virtual organisations - Difference between traditional and virtual organisations - Features of virtual organisation - Managing HR in virtual organisations - Challenges of International performance management - Career Management & International HRM.

MODULE 4:

10 HOURS

Knowledge management and International management development - Knowledge and Knowledge transfer - Knowledge and situated cognition - Implications for knowledge transfer - Knowledge management in MNCs - Knowledge management and IHRM - Changing scope of International management development - International manager roles: development implications, international management development initiatives, Future developments.

MODULE 5:

10 HOURS

IHRM Strategies and Developments - Managing diversity - Linking corporate and HRM strategy - Total quality in HRM - Scope of TQM - Comparison of Traditional and TQHRM approaches - Barriers to TQHRM - HR project planning - Importance of computerised information system - Conflict management - Human rights movement and IHRM, Experiences of Japan and China.

MODULE 6:

8 HOURS

Case Studies - Ethics and challenges in IHRM - Role of international education in IHRM - UNO and IHRM - Business leaders as global citizens - Futuristic view of IHRM – socio cultural factors and ethical issues in BPO Industry - Adventurous training - Problems of women expatriates - Globalisation and senior citizens – BPO and IHRM.

Suggested Reading:

- Rao, P. L. (2008). International Human Resource Management: Text and Cases. India: Excel Books.
- Dowling, P. J., Engle, A., Festing, M. (2013). International Human Resource Management. United Kingdom: Cengage Learning.
- Kandula, S. R. (2018). International Human Resource Management. India: SAGE Publications.

- Briscoe, D. R., Schuler, R. S. (2004). International Human Resource Management: Policy and Practice for the Global Enterprise. United Kingdom: Routledge.
- International Human Resource Management. (2004). India: SAGE Publications.

Name of the Program: Master of Business

Administration

Course Code:4.4.3

*Name of the Course: Talent and Knowledge
Management*

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

The explosion of interest in talent and knowledge management among academics, public policy makers, consultants, and business people began as recently as the mid-1990s. The level of interest in Talent & Knowledge management since then visible in a number of ways. It is growing rapidly more and more companies have built talent and knowledge repositories. Even new job titles have appeared from knowledge edge developer, to knowledge facilitator, to corporate knowledge officer

Course Objectives:

- To impart the knowledge on talent and knowledge management. its importance in contemporary business

Course outcomes:

By the end of this course, a student would learn the new concepts in talent and knowledge management and its relevance in the corporate.

MODULE 1: 8 HOURS

Talent - Engine of new economy - Difference between talent and knowledge workers - Leveraging talent - Talent value chain - Elements of talent friendly organizations

MODULE 2: 12 HOURS

Elements, benefits and challenges of Talent Management System - Building blocks of talent management: competencies, performance management, evaluating employee potential - Modern practices in talent attraction, selection, retention and engagement. Talent Management & Social Media - Emerging Trends in Talent Management.

MODULE 3: 10 HOURS

Talent Planning – Succession management process - Cross functional capabilities and fusion of talents - Talent development budget - Value driven cost structure - Contingency plan for talent - Building talent - Leadership coaching.

MODULE 4: 6 HOURS

Return on talent (ROT) - ROT measurements - Optimizing investment in talent - Integrating compensation with talent management - Developing talent management information system - Psychometrics for TM.

MODULE 5: 12 HOURS

Knowledge economy - Understanding Knowledge management - Types of knowledge - Knowledge centric organizations - Knowledge management framework - Knowledge creation and capture - Designing of Knowledge management strategy - Issues and challenges in knowledge Management - Implementing knowledge management strategy - Knowledge management metrics and audit.

MODULE 6:**8 HOURS**

Conduct Interviews with five senior executives of two organisations on their talent and knowledge management practices. Conduct minimum one focus group discussion (FGD) on Knowledge Management Portal .

Suggested Reading:

- Berger, Lance A and Dorothy Berger (2010), "The Talent Management Handbook", Tata McGraw Hill, New Delhi, 2nd Edition
- Masood, Anilkumarsingh and Somesh Dhamija (2017) , Talent management in India- challenges and opportunities, Atlantic publisher, New Delhi, Atlantic Publishers and Distributors Pvt Ltd, 1st edition
- Scullion, H., Collings, D. (2011). Global Talent Management. United States: Taylor & Francis.
- Talent Management of Knowledge Workers: Embracing the Non-Traditional Workforce. (2010). United Kingdom: Palgrave Macmillan UK.
- Thunnissen, M., Gallardo-Gallardo, E. (2017). Talent Management in Practice: An Integrated and Dynamic Approach. United Kingdom: Emerald Publishing Limited.
- The Oxford Handbook of Talent Management. (2017). United Kingdom: Oxford University Press.
- Macro Talent Management: A Global Perspective on Managing Talent in Developed Markets. (2018). United States: Taylor & Francis.

4.5 HEALTH CARE MANAGEMENT

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION COURSE CODE:4.5.1 Name Of the Course: Basic Management Aspects of Health Care		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
<p>Overview of the Course: Understanding and study of management of organizations in general would give a better perspective in the contemporary scenario. But the application and customization of the basics of management in various sectors of the industry is the need of the hour. Healthcare is one of the major emerging sectors of the Indian Economy. The application and customization of various functional areas of management would go a long way in the placement of management graduates in the healthcare sector. The present course makes a humble attempt to bridge the gap of fulfilling the felt needs of healthcare sector.</p> <p>Course Objectives:</p> <ul style="list-style-type: none"> • To introduce the managerial dimensions of healthcare sector to students. • To make students to get a glimpse of application of management in healthcare sector. <p>Course outcomes:</p> <ul style="list-style-type: none"> • By the end of the course, the students have to have better understanding of differences between management in general and management in healthcare sector 		
<p>Unit 1: HEALTH CARE SECTOR 8 HOURS Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy and Strategy Formation Process – Stakeholders in business –Vision, Mission and Purpose – Business definition, Objectives and Goals. The SM model</p> <p>Unit 2: ORGANIZATION BEHAVIOR 8 Hours Behavior of individuals, groups and teams-Conflict Management and Service Culture with special reference to healthcare sector.</p>		

Unit 3: HUMAN RESOURCE MANAGEMENT**8 Hours**

HRM challenges with reference to Recruitment, Selection, Retention, Training and Development, Compensation, Performance Management System, Competency Management in Healthcare

Unit 4: SERVICE MARKETING**10 Hours**

Marketing challenges to Service Marketing, Health Service Quality, Promotion Mix, Branding and Positioning, Marketing Communication, Media and Public Relations in healthcare-Application of marketing strategies in healthcare.

Unit 5: FINANCIAL MANAGEMENT**10 Hours**

Pricing of hospital services and new equipment usage, Pricing Policy, Rate Revision, Hospital Rate Setting, Replacement Analysis, Accounting Practices in Hospitals, Emerging Trends in Finance in Healthcare-Break Even Analysis in Healthcare Organizations, Costing Template

Unit 6: INVENTORY MANAGEMENT**12 Hours**

Stores Organization, Concept and Scope of Inventory Management as applicable to healthcare; Materials Planning, Procurement, Vendor Management, Purchase, Inspection. Hospital Equipment; Planning, Selection, Purchase, Repair and Maintenance-Condemnation and Disposal-Pilferage-ABC and VED Analysis

Reference Books:

- Kotler, Philip and Clarke, Robert, "Marketing in Healthcare Organizations", Prentice Hall College Division, 1st Edition, 1986
- Beck, Donald F, "Basic Hospital Financial Management", Aspen Systems Corp, 1980
- Joshi, D.C, "Hospital Administration", Jaypee Publishers, 1st Edition, 2009
- Shi, Leiyu, "Managing Human Resources in Health Care Organizations", Jones & Bartlett Learning, 1st edition, 2007.
- Goel R.C, "HRM in Hospitals", Prentice Hall of India Pvt Ltd, 3rd Edition, 2003
- P.G Ramanujam, "Marketing of Healthcare Services", Excel Books, 2009
- Hyman Stanley "Supplies Management in Healthcare", Croom Helm, 1979
- Sakharkar B M, "Principles of Hospital Administration & Planning", Jaypee Brothers Publishers, New Delhi, 2nd Edition, 2009

- Gupta, Shakthi and Kant, Sunil, “ Hospital Stores Management , an integrated approach”, Jaypee Brothers Publishers , New Delhi, 2004

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE:4.5.2

Name Of the Course: Strategic Management In Health Care Settings

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Overview of the Course:

For any organization to be successful, it needs to have an holistic approach towards business with accurate alignment of its objectives with business strategies. As healthcare industry is a unique service industry, different approach has to be followed to ensure the business performance and growth. The course will cover the basics of strategic management including quality and innovation as applied to healthcare sector

Course Objectives:

- To enable the students to understand the philosophy and rational of business strategies
- To enable the students to understand the various quality philosophies, significance and their application in healthcare settings.
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Course outcomes:

- By the end of the course, the student will get a feel of the strategic dimensions of the management of healthcare organizations

Unit 1: INTRODUCTION**8 HOURS**

Strategic intent concepts; Healthcare Organization's Vision, Mission , Goals and Objectives-Business Models-Policy and Values; Balance Score Card, Critical Success Factors; Key performance Indicators in healthcare setting; Competition in healthcare business

Unit 2: STRATEGY FORMULATION AND IMPLEMENTATION**12 HOURS**

Competitive advantage in terms of facilities and services- Cost Leadership and differentiation in healthcare delivery-Core Competence in healthcare organizations-Growth and expansion of organizations-Mergers and Acquisitions, Outsourcing-Role and emergence of technology-Resource Allocations-Supportive Culture-Strategic Leadership-Corporate Culture-Functional and operational implementation.

Unit 3: QUALITY IN HEALTHCARE**10 HOURS**

Concept and significance-Quality Management Philosophies-Patient Focus and Involvement-TQM Models-Quality tools and techniques applied to healthcare- Continuous Quality Improvement-Quality Circles

Unit 4: QUALITY ACCREDITATION**10 HOURS**

Meaning and benefits-Quality Standards-Quality of patient care, focus and safety-Accreditation Process-National and International Bodies for accreditation in healthcare – ISO, QCI, NABH & JCI-Statutory Compliance

Unit 5: AUDIT IN HEALTHCARE**8 HOURS**

Concurrent, terminal and cyclic evaluation-Healthcare, Medical, Nursing, Clinical Pharmacy and Antibiotic Audits-Patient Satisfaction surveys -Integration of healthcare systems

Unit 6: INNOVATIONS IN HEALTHCARE**8 HOURS**

Innovation Process, Innovations in Healthcare delivery-Public and Private, Technology, New Product Development

Reference Books:

1. Girdhar Gyani& Alexander Thomas ,”Handbook of Healthcare Quality & Patient Safety”, Jaypee Medical Publishers, 1st Edition, 2017.
2. Paul Trott, “ Innovation Management and New Product Development”, Prentice Hall,5th Edition ,2016
3. Kunders, G.D , “Designing for Total Quality in Health Care”, Prism Books Pvt Ltd, 1stEdition, 2002
4. Donald Lighter and Douglas,” Quality Management in Healthcare: Principles and Methods”, Janes and Berlett Publishers, 2004
5. Kropf, Roger , Greenberg, James A, “Strategic Analysis for Hospital Management”,Aspen Publishers Inc, 1st Edition ,1984
6. Alan M.Zuckerman, Healthcare Strategic Planning, Prentice Hall of India, 2nd Edition,2005

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE: 4.5.3

Name Of the Course: Management Of Hospital Services

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview:

Hospitals are unique service-based organizations, different from other service organizations. Hospitals serve as the touchpoints of healthcare delivery, concentrating mostly on the curative health services. The patients approach hospitals for general and specialized services on short-, medium- and long-term basis. Hospital Managers have to make sure that healthcare services are rendered by the healthcare personnel effectively and efficiently. This requires, on the part of the hospital managers, to fully understand the various functions being carried out by different departments and design and develop hospital systems so that all functions are carried out in a coordinated manner. The course has been designed to give the detailed overview to hospital functioning in compliance with statutory and regulatory requirement in a holistic manner

Course Objectives:

- To introduce the basic services of hospitals to the students.
- To familiarize the students with management dimensions of hospital services.

Course outcomes:

- At the end of the course, the students would get an insight into structure of hospital services and delivery

Module 1: STRUCTURE OF SERVICES**8 HOURS**

Uniqueness of Hospital Services-Differences with Non-Hospital Forms of Healthcare Services-Classification of Hospital Services based on Ownership, Extent of specialization and Nature – Hospitals in India today, hospital as a system.

Module 2: DESIGN AND PLANNING**8 HOURS**

Classification of Healthcare Facilities- Phases of hospital project- Preliminary survey, Feasibility Survey, Financial & Equipment planning, site selection criteria, legal requirements & Design consideration, Flow chart of operation, Physical facilities and space requirements, statutory requirements, Documentation, Equipment & supplies, Hospital organization hierarchy – Roles & function of hospital administration.

Module 3: OUT-PATIENT SERVICES**10 HOURS**

Outpatient Department- Planning and Management of Accident and emergency services, Physical medicine and Physiotherapy, Day care- Urgency and utilization management- Prioritization of Patient Needs

Module 4: IN-PATIENT SERVICES**10 HOURS**

Operation of wards and facilities-Planning and Management of Medical and Surgical Services, Nursing services and administration, Critical Care Services like ICU Etc - Specialty Services In-patient department (General & Specialized unit), Burn Unit, OT, Super Specialty services.

Module 5: OTHER SERVICES**12 HOURS**

Planning and Management of STP/ETP, Laundry, Central Sterile and Supplies Department(CSSD), Bio Medical Waste Management(BWWM) , Building, Water supply, Sanitary System and Fire safety, Laundry & Linen, Housekeeping, Maintenance department, Toilets, Other Supportive Services like Radiology, Laboratory etc- Blood Bank , Ambulance services, Pharmacy, Cafeteria and Mortuary.

Module 6: HOSPITAL INFORMATION SYSTEM**8 HOURS**

Information, Communication and Technology in Healthcare-Barriers and facilitators in adoption of ICT-Telemedicine, Hospital statistics, evaluation of hospital services, Use of management information system.

References:

1. Goel, S.L and Kumar," Hospital Core Services: Hospital Administration in 21st Century", Deep and Deep Publications Pvt Ltd, 1st Edition, 2004.
2. Kunders, G.D," Hospitals: Facilities Planning and Management , TBS, 2007.
3. B.M.Sakharkar , " Principles of hospital administration and planning" , Jaypee Brothers Medical Publishers, 2nd Edition, 2009
4. Tabish S A," Hospitals and Nursing homes planning, organizing and management", Jaypee Publishers, 1st Edition, 2003
5. Srinivasan, A. V. (Ed.). (2008). Managing a modern hospital. SAGE Publications India.

4.6 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE:4.6.1

*Name of the Course: Banking Technology And
Management*

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Overview of the Course:

The System and Experience of Banking has changed drastically over time and the buzz words today are 'net banking', 'mobile banking' etc. While knowledge of the systems and operations of a bank is very important, the technology that drives the system is equally essential to know. A student seeks a career in banking need to be exposed to the 'Technology' that defines the work and responsibility in the changing scenario of bank functioning. Hence, this paper 'Banking Technology and Management'.

Course Objectives:

- To orient the students about the core banking and branch operations.
- To provide knowledge on delivery channels and back office operations.
- To give an exposure regarding interbank payment system and smart banking technologies.
- To discuss contemporary issues in banking techniques

Course outcomes:

- Learn the technology used in banking operations.
- Know the back-end operations enabling provision of services.
- Get exposed to the contemporary techniques influencing banking systems

MODULE 1: CORE BANKING AND BRANCH OPERATIONS **10 Hours**

Introduction and Evolution of Bank Management, Technological impact in Banking Operations, Total Branch Computerization, concept and opportunities, Centralized Banking, Concept, Opportunities, Challenges and Implementation

MODULE 2: DELIVERY CHANNELS **8 Hours**

Overview of Delivery Channels, Automated Teller Machine, Phone Banking, Call Centers, Internet Banking, Mobile Banking, Payment Gateways, Card Technologies, MICR Electronic Clearing

MODULE 3: BACK OFFICE OPERATIONS **8 Hours**

Back office Management, Inter branch reconciliation, Treasury Management, Forex Operations, Risk Management, Data Centre Management, Network Management, Knowledge Management (MIS / DSS / ESS), Customer Relationships Management (CRM)

MODULE 4: INTERBANK PAYMENT SYSTEM **10 Hours**

Interface with payment system Network, Structured Financial Messaging System, Electronic Fund Transfer, RTGS, Negotiated Dealing Systems and Securities Settlement Systems, Electronic Money, E-Cheques

MODULE 5: SMART BANKING TECHNOLOGIES **10 Hours**

Introduction, Characteristics of Smart Banking Environment, Components and Technologies of Smart Banking Environments, Issues in Smart Banking

MODULE 6: CONTEMPORARY ISSUES IN BANKING TECHNIQUES **10 Hours**

Analysis of Rangarajan Committee Reports – E Banking – Budgeting – Banking Softwares

– Case Study: Analysis of Recent Core Banking Software.

Reference Books:

1. Muraleedharan, D. (2014). Modern banking: theory and practice. PHI Learning Pvt. Ltd..
2. Dube, D. P., & Gulati, V. P. (2005). *Information system audit and assurance*. Tata

McGraw-Hill Education

3. Banking on Technology – Perspectives on the Indian Banking Industry, Indian Banks Association, January 2014.
4. Bhasin, Narinder Kumar, “Technology in Banking – the New S Curve”, The Indian Banker, Vol VII, No. 5, May 2012.
5. Mobile Banking – Report of the Technical Committee, The Reserve Bank of India, January 2014.
6. Working Group on Information Security, Electronic Banking, Technology Risk Management and Cyber Frauds – Report and Recommendations, The Reserve Bank of India, January 2011
7. Publications of Indian Institute of Banking and Finance, McMillan

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE:4.6.2

Name of the Course: International Financial Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Overview of the Course:

A business enterprise having international transactions is exposed to various risks. While understanding the global environment, the economic impact of the transactions, the procedures and formalities to be adhered to are on one side, the impact of transactions on cash flow of the entity on account of fluctuations in foreign exchange rate is another aspect that must be addressed. This course titled "International Financial Management" aims to orient all the aspects a professional need to know in carrying out international transactions.

Course Objectives:

- To orient the students on global business environment and international markets.
- To make students understand the various risks an enterprise is exposed to on account of international transactions.
- To provide knowledge and skills for hedging foreign currency risks.

Course outcomes:

- The global financial environment, currency system, relationship between economies and impact of international transactions on the economy.
- Functioning of international financial markets.
- Fixing of exchange rate.
- Foreign currency risks and hedging strategies.

Unit 1: GLOBAL FINANCIAL MANAGEMENT **10 Hours**

Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, the current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime.

Unit 2: BALANCE OF PAYMENTS **5 Hours**

Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.

Unit 3: INTERNATIONAL FINANCIAL MARKETS **5 Hours**

Motives for using International Financial Markets. Foreign Exchange Market, History and Transactions, interpreting Foreign Exchange Quotations, International Money Markets, International Credit Markets and International Bond Markets. Comparison of International Financial Markets.

Unit 4: EXCHANGE RATE DETERMINATION **8 Hours**

Purchasing Power Parity Theory, Interest Rate Parity Theory, International Fischer's Effect, Pure Expectations Theory.

Unit 5: FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES **18 Hours**

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps.

Unit 6: INTEREST RATE RISK AND RISK HEDGING STRATEGIES **10 Hours**

Risk Management : Meaning and objectives, Basic categories risk, Methods of managing risk/ Risk mitigation, Enterprise risk management, Risk management process, Different scenarios and Risk management strategies, Personal risk management, Risk control and Risk financing, Insurance market dynamics, Loss Forecasting.

Essential Reading:

1. Shapiro, Alan C., and Paul Hanouna. *Multinational financial management*. John

Wiley & Sons, 2019.

2. Apte, Prakash G. *International finance: a business perspective*. Tata McGraw-Hill Publishing, 2010.
3. David B. Zenoff & Jack Zwick: *International Financial Management*.
4. Rita M. Rodriguez L. Bigame Carter: *International Financial Management*.
5. V. A. Avadhani: *International Finance- Theory and Practice*, Himalaya Publishing House

Reference Books:

1. Madura, Jeff, "International Corporate Finance", Thomson South-Western.
2. Sharan, Vyuptakesh, "International Financial Management", Prentice Hall of India.
3. Jain, Peyrard, and Yadav' "International Financial Management", MacMillan
4. J. Fred Weston, Bart: *Guide to International Financial Management*.
5. Robery O. Edmister: *Financial Institutions - markets and Management*.
6. A.V. Rajwade: *Foreign Exchange International Finance and Risk Management*, Prentice Hall
7. Madura, Jeff. *International financial management*. Cengage Learning, 2020.

Name of the Program: Master of Business Administration

Course Code:4.6.3

Name of the Course: Risk Management for Banks and Insurance Companies

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview:

Like every business, banks and insurance companies are exposed to risks. However, the risks are very unique and most of the times beyond prediction, guess or even comprehension. While 'risk-taking' is an integral part of both banking and insurance business, managing risk to boost performance is a matter of challenge. This courses provides an outline of 'risk management' among banks and insurance companies, highlighting the best practices in Indian and global context

Course Objectives:

- To provide knowledge on various risks faced by banking companies.
- To provide knowledge on various risks faced by insurance companies.
- To make understand the various strategies adopted by banks and insurance companies in effectively managing risks

Course outcomes:

- Know the risks faced by banking and insurance companies.
- Understand the challenges in managing banks.
- Know the risk management strategies for banks and insurance companies.
- Get exposed to the best practices in India and other parts of the world, in respect of 'risk management'

Module 1: OVERVIEW OF RISK MANAGEMENT IN BANKS

8 HOURS

Risk concept- Importance, The changing face of risk in banks, Types of Risks, Risk Management framework, Organizational structure, Risk Identification- Risk measurement/- Sensitivity, Risk monitoring and Control- Risk Reporting

Module 2: MANAGING CREDIT RISK

10 Hours

Defining Credit risk, The Basel Committee's Principles of Credit risk Management,

Measuring Credit risk, Credit rating framework, Introduction to some popular credit risk models: Credit risk transfers- Securitization, Loan sales, Covered bonds and Credit Derivatives, Managing credit risk.

Module 3: CAPITAL RISK - REGULATION AND ADEQUACY 10 Hours

Concepts of Economic and Regulatory capital, why regulate bank capital? Risk based Capital Standards, Regulatory capital: Basel Accord- I, II, III, Illustrative problems on calculating capital adequacy

Module 4: INTEREST RATE AND LIQUIDITY RISK 10 Hours

Introduction, Asset- Liability Management, Managing and Measuring Interest rate risk, Methods to reduce Interest rate risk, Managing Interest rate with Interest rate derivatives, Liquidity risk- Sources, Approaches, Measuring Liquidity risk

Module 5: MANAGING MARKET RISK – BANKS INVESTMENT PORTFOLIO 10 Hours

Basic concepts, The Treasury functions, Risks and Returns of Investment securities, Measuring Interest rate risk with VAR, Approaches to VAR Computation, The Interplay between Market and Credit risk.

Module 6: RISK MANAGEMENT IN INSURANCE COMPANIES 8 Hours

Risk Management : Meaning and objectives, Basic categories risk, Methods of managing risk/ Risk mitigation, Enterprise risk management, Risk management process, Different scenarios and Risk management strategies, Personal risk management, Risk control and Risk financing, Insurance market dynamics, Loss Forecasting

References:

- Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, Pearson, 3rd Edition, 2014
- P.K. Gupta, Insurance and Risk Management, Himalaya publishing house, 2015
- Harold D Stephen and W Jean Kwon, Risk Management and Insurance, Blackwell Publishing co., New York, 2007
- Jave S. Trieschimam, Sandra G. Guatarson, Robert E Houyt, Risk Management and Insurance, Thomson SOWLA Western Singapore, 2003
- K.C Shekhar and Lekshmy Shekhar, Banking Theory and Practice, Vikas Publication, 2013
- Jatinder Loomba: Risk Management and Insurance Planning PHI, 2014

- L.M. Bhole and JitendraMahakud, Financial Institutions and Markets, 2012
- Indian Institute of Banking and Finance, Risk Management, Mac Millan 2010
- G. S. Popli and S. K. Puri, Strategic Credit Management in Banks, PHI, 2013
- JyotsnaSethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI, 2nd Edition, 2012
- Bharati.V. Pathak, The Indian Financial system, Pearson Education, 2nd Edition, 2008
- Indian Institute of Banking and Finance, Bank Financial Management, Mac Millan, 2014
- IIBF, "Risk Management", Mc Milan, New Delhi.
- Bagchi S.K., "Credit Risk Management", Jaico Publishing House, Mumbai

4.7 STARTUPS AND SMEs MANAGEMENT

Name of the Program: Master of Business

Administration

Course Code:4.7.1

Name of the Course: Technology and Innovation

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

Small and medium enterprises (SMEs) have been considered one of the 'driving Sources' of modern economies due to their multifaceted contributions in terms of technological innovations, employment generation, export promotion, etc. Of these, the ability of SMEs to innovate assumes significance because innovation lends competitive edge to firms, industries and ultimately, economies. Therefore, technological innovation has the potential to spur growth of individual enterprises at the micro level and aggregate industries and economies at the macro level. Associated with this high growth rates, SMEs in India are also facing a number of problems like sub-optimal scale of operation, technological obsolescence, supply chain inefficiencies, increasing domestic and global competition, fund shortages, change in manufacturing strategies and turbulent and uncertain market scenario. To survive with such issues and compete with large and global enterprises, SMEs need to adopt innovative approaches in their working. Hence there is a need to study in this perspective of technology and innovation among SMEs.

Course Objectives:

- To understand the importance of technology and innovation for SMEs
- To learn and understand various other dimensions of technology and innovation.

Course outcomes:

- By the end of the course, the students who are entrepreneurially inclined would resort to better technology and more innovation

MODULE 1: INTRODUCTION **10 HOURS**

Definition and characteristics of Technology – Market based and resource-based views of Technology - Impact of technology on business – meaning, importance and recent developments in technological environment – Technology Trends in Indian Industry- Concept and significance of management of technology – Growing importance of Innovation in business

MODULE 2: SOURCES OF TECHNOLOGY AND INNOVATION **8 HOURS**

Sources of technology- process of new product development - Linkage between technology development and competition – IPR and Technology management. Sources of Innovation: Internal and external sources, Competitive advantage to SME.

MODULE 3: TECHNOLOGICAL INNOVATION **10 HOURS**

Relationship between Technology and Innovation - Forms of Technology Innovation – Characteristics of Product & Process innovation – Status of Technological innovation in Indian SMEs - Policy Imperatives

MODULE 4: TECHNOLOGY STRATEGY **10 HOURS**

Concept and Key principles of technology strategy – framework for technology strategy – relationship between technology and business strategies – Issues and constraints of SME's technology strategy.

MODULE 5: TECHNOLOGY, INNOVATION AND SMEs **10 HOURS**

Technology Business Incubation (TBI) - ICT (Information and Communications Technology) – Access to Modern affordable technology - Ecosystem for technology transfer - Govt. policy imperatives for technology upgradation.

MODULE 6: PRACTICALS **8 HOURS**

Using Matplotlib Create line plots, area plots, histograms, bar charts, pie charts, box plots and scatter plots and bubble plots. Advanced visualization tools such as waffle charts, word clouds, seaborn and Folium for visualizing geospatial data. Creating choropleth maps

Reference Books:

1. BalaSubrahmanya, M H, M Mathirajan and K N Krishnaswamy (2008) “The Influence of Technological Innovations on the Growth of Manufacturing SMEs”, Report submitted to the Department of Science & Technology, Government of India, New Delhi.
2. Tim Mazzarol, Sophie Reboud (2011) “Strategic Innovation in Small Firms – An International Analysis of Innovation and Strategies Decision Making in Small to Medium Sized Enterprises”, Edward Elgar Publishing.

3. Innovation readiness of Indian SMEs: and Challenges – FICCI MSME Summit 2012
Report: Theme: “ Innovation & Clusters
4. Chaminade, C. Vang, J (2006), Innovation Policy for Asian SMEs: an Innovation Systems Perspective, in H. Yeung Handbook of Research on Asian Business. Edward Elgar.

ESSENTIAL READINGS

1. Betz F , “Strategic Technology Management” , McGraw Hill, 1993
2. V.K. Narayanan , “Managing Technology and Innovation for Competitive Advantage”, Prentice Hall , 1st Edition, 2000
3. Tarek Khalil , “Management of Technology” , McGraw Hill, 2000
4. Melissa A Schilling , Strategic Management of Technological Innovation , McGraw Hill, 4th Edition, 2012
5. Brychan Thomas, Christopher Miller, Lyndon Murphy Innovation and Small Business –Volume 1, E-Book, www.bookboon.com

Name of the Program: Master of Business

Administration

Course Code:4.7.2

Name of the Course: Internationalization of SMEs

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Course Overview:

The emergence of multinational firms has been a distinct feature of globalization in the developing countries. Many of the emerging multinational firms are small and medium enterprises (SME), seeking to capitalize on their unique skills and capabilities and achieve rapid growth and diversify the sources of their revenue streams. SMEs have used their social capital to penetrate into foreign markets and acquire market share. However, they are unable to observe the strategies behind internationalization processes of SMEs. As more and more firms enter the international business environment, there is increased competition. Technological advancements, declining trade barriers etc. are driving the world economy to become more and more integrated and this rapid globalization is enabling SMEs to become international in a quicker yet effective manner. Advancements in information technology and improvements in communication infrastructure have resulted in opportunities for SMEs to participate in global markets in both developing and developed countries. Since 1991, SMEs in India have been faced with new competitive intensity. Improvements in resource utilization make it possible to sell a variety of products and services from anywhere in the world and around the clock. This course will help to gain a better understanding of internationalization of SMEs, strategies behind the internationalization process of SMEs and various govt/non-govt support programs towards SMEs internationalization.

Course Objectives:

- The objective of this course is to motivate entrepreneurially minded students to attempt internationalization in SMEs that they own and work for

Course outcomes:

- At the end of the course, the students must understand the nuts and bolts of internationalization of SMEs

MODULE 1: INTRODUCTION**8 HOURS**

Internationalisation: Introduction; Definition or Meaning of Internationalisation- Factors influencing Internationalisation of SMEs - Steps in Internationalisation of SMEs- International opportunities for SMEs – Benefits of Internationalization of SMEs.

MODULE 2: APPROACHES TO INTERNATIONALISATION**10 HOURS**

Stages, Economic, Networks Holistic approaches - Integrative and knowledge-based models. Gradualist, Born-Global, Born-Again Global approaches.

MODULE 3: FORMS AND MODES OF INTERNATIONALIZATION**10 HOURS**

Forms: Exporting - Joint Venture - FDI. Modes: Management contracts -Turn-key Operations- Subcontracting – Licensing – Franchising – Overseas Branches – subsidiary -Mergers and acquisitions - Ecommerce, International Trade Exhibition - Trade Journals

MODULE 4: SELECTION OF MARKETS**10 HOURS**

Nature of Product - International market Information - Foreign Market Needs - Foreign Competition - Support of Government Agencies.

MODULE 5: STRATEGIES FOR INTERNATIONALIZATION**10 HOURS**

Geographical Concentration/Diversification, Product-Market Expansion Grid, Ethnocentric, Polycentric, Geocentric, Regiocentric Strategies - Offensive and Defensive Competitive Strategies.

MODULE 6: PRACTICALS**8 HOURS**

Three Case studies of Export Oriented Units (EOU) and one Visit.

Essential Readings:

- M V Ravikumar, N. Ramesh and M K Sridhar, “ Internationalization of SMEs –Study of critical factors “, Research Study sponsored by Indo-Korean Institute for Science and Technology, 2011
- Top Barriers and Drivers to SME Internationalization”, Report by the OECD Working

Party on SMEs and Entrepreneurship, OECD, 2009

- Karen Wilson , “Encouraging the Internationalization of SMEs”, OECD Papers, 2006, Vol 6, Issue 12, Pg 43
- Gabrielsson, M. and Kirpalani, M.V.H. (2004): “Born globals: How to reach new business space rapidly”, International Business Review, 13, 555-571.
- Kundu, S. K. and Katz, J.A. (2003): “Born-internationals SMEs: BI-level impacts of resources and intentions,” Small Business Economics, 20, 25–47

References:

- Betz F , “Strategic Technology Management” , McGraw Hill, 1993
- V.K. Narayanan , “Managing Technology and Innovation for Competitive Advantage”, Prentice Hall , 1st Edition, 2000
- Tarek Khalil , “Management of Technology” , McGraw Hill, 2000
- Melissa A Schilling , Strategic Management of Technological Innovation , McGraw Hill, 4th Edition, 2012
- Brychan Thomas, Christopher Miller, Lyndon Murphy Innovation and Small Business –Volume 1, E-Book, www.bookboon.com

NAME OF THE PROGRAM: MASTER OF BUSINESS

ADMINISTRATION

COURSE CODE:4.7.3

Name of the Course: Management of Start-ups

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Overview of the Course:

Most new ventures face near fatal situations during the initial few years, threatening their very existence. Many of these failures are for want of an understanding of the management challenges of a new venture which are avoidable. These challenges are not the same as those of a well-established firm. Managers and entrepreneurs, hence, need additional set of attitudes, skills and knowledge to overcome these issues. Traditional MBA courses start with the assumption of an existing business and its management where systems, processes and relationships are already in place. Managing a start up venture is altogether a new experience of simultaneously working on several fronts often with limited resources in hand. Entrepreneurs should try to compress the new venture phase and move to the growth phase like a meteor. This course will provide some insight into the challenges of successfully managing this phase of a venture and its growth phase.

Course Objectives:

- The course aims to make the students understand the managerial dimensions of start-up ventures.

Course outcomes:

- By the end of the course, the students must get clarity of vision and roadmap for managing the growth of new ventures

MODULE 1: BUILDING HUMAN CAPITAL**10 HOURS**

Recruitment of key individuals – man power planning and sourcing, talent Management, learning and development, productivity of employees

MODULE 2: BUILDING INFRASTRUCTURE**10 HOURS**

Expansion of land and building, planning and procurement of additional machinery and equipment, modernisation and technology up gradation, management of capital expenditure.

MODULE 3: BUILDING MARKETING NETWORKS**10 HOURS**

Expansion of market - Identifying new market segment, new distribution channels, promotional tools, Technology of Marketing, New age marketing tools, Digitalmarketing.

MODULE 4: BUILDING ORGANIZATION**10 HOURS**

Design and development of organization structure, Departmentalization, organization policies and processes, organizational culture - ethics and governance

MODULE 5: BUILDING VISION**8 HOURS**

Introduction – Characteristics of Smart Banking Environment – Components and Technologies of Smart Banking Environments – Issues in Smart Banking

MODULE 6: PRACTICALS**8 HOURS**

Two Industrial visits, Two Synergy case studies

Essential Readings:

- Justin Longenecker, Leo B. Donlevy, Terri Champion, Carlos W. Moore, J. William Petty, Leslie E. Palich , “Small Business Management: Launching and Growing New Ventures”,Cengage Publication,5th Edition, 2013
- Prof. Anjan Raichaudhuri , “Managing New Ventures – Concepts and Cases on Entrepreneurship”, PHI Edition, 2011
- Longenecker, Moore, Petty and Palich , “Managing Small Business”, Cengage Learning, 15th India Edition, 2010
- B.S. Bhatia, G.S. Batra , “Entrepreneurship and small business management”, Deep and Deep Publications, 2002

References:

- Chase, R.B, et. Al,” Operations Management for Competitive Advantage”, Tata McGraw Hill, New Delhi, 11 edition, 2008
- Berger, Lance A and Dorothy Berger, “The Talent Management Handbook”, Tata McGraw Hill, New Delhi , 2nd Edition, 2011

- Hartman, Laura P and AbhaChatterjee “ Perspectives in Business Ethics”, Tata McGraw Hill, 3rd Edition, 2006
- Hanson &Kalyanam, “Internet Marketing & e-commerce”, Thomson Learning, Bombay.
- Rosenbloom, Bert, “Marketing Channels: A Management View”, ThomsonLearning, New Delhi , 8th Edition, 2007
- Bohlander / Snell / Sherman , “Managing HR(for training and development)” Thomson Publication
- Joseph Weiss , “O.B & Change “ , Vikas Publications , 2nd Edition
- Ken Tanner , “The Entrepreneur’s guide to hiring a building the team” , Praeger Publishers, 2008
- A.Gupta , “Indian Entrepreneurial Culture”, New Age International Publication, 1st Edition, 2009

4.8 BUSINESS ANALYTICS

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE: 4.8.1

Name Of the Course: Data Visualization

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

Data Visualization is a core component of the Business Analytics skill set. This course will provide an introduction to the main concepts of visual analytics such as visuals reports and dashboards with a hands-on tutorial to Tableau, a leading self-service BI and Data Visualization tool.

Course Objectives:

1. To familiarize the students about different kinds of representing the data.
2. To introduce the tools for Visualization of the data

Course Outcomes:

1. Create and represent different kinds of data.
2. Create story boards and dashboards for business decisions
3. Evaluate the use of visualization tools for different contexts

Unit 1: Fundamentals of Visualizations with Tableau 10 Hours

Scope of tableau for data visualizations and story-telling, importing data into tableau workspace, Data joining, Measures and Dimensions in tableau, Worksheets and Dashboards. Use of various option on the workspace.

Unit 2: Visual Analytics with Tableau 10 Hours

Tableau tools in the areas of charting, dates, table calculations and mapping. Specific types of charts including scatter plots, Gantt charts, histograms, bullet charts and several others. Discrete and continuous dates to explain your data. Create custom and quick table calculations and parameters. Different types of geographic data, how to connect to multiple data sources and how to create custom maps. Create dashboards that help you identify the story within your data.

Unit 3: Fundamentals of Visualizations with Power BI **10 Hours**

Scope of Power BI for data visualizations and story-telling, importing data into Power BI workspace, Data joining, Transforming data, Worksheets and Dashboards. Use of various option on the workspace.

Unit 4: Visual Analytics with Power BI **10 Hours**

Power BI tools in the areas of charting, dates, table calculations and mapping. Specific types of charts including scatter plots, Gantt charts, histograms, bullet charts and several others. Discrete and continuous dates to explain your data. Create custom and quick table calculations and parameters. Different types of geographic data, how to connect to multiple data sources and how to create custom maps. Create dashboards that help you identify the story within your data.

Unit 5: Fundamentals of Visualizations with Google Data Studio **10 Hours**

Scope of Google data Studio for data visualizations, importing data into data studio workspace, Data studio homepage, Data source overview.

Unit 6: Visual Analytics with Google Data Studio **10 Hours**

Data studio tools in the areas of charting, dates, table calculations and mapping. Specific types of charts including scatter plots, Gantt charts, histograms, bullet charts and several others. Create custom and quick table calculations and parameters. Different types of geographic data, how to connect to multiple data sources and how to create custom maps. Create dashboards that help you identify the story within your data.

References:

- Laursen, G. H., & Thorlund, J. (2016). *Business analytics for managers: Taking business intelligence beyond reporting*. John Wiley & Sons.
- Healy, K. (2018). *Data visualization: a practical introduction*. Princeton University Press.
- Wilke, C. O. (2019). *Fundamentals of data visualization: a primer on making informative and compelling figures*. O'Reilly Media.
- Sievert, C. (2020). *Interactive web-based data visualization with R, plotly, and shiny*. CRC Press.
- Baldwin, D. (2016). *Mastering Tableau*. Packt Publishing Ltd.

- Ferrari, A., & Russo, M. (2016). *Introducing Microsoft Power BI*. Microsoft Press.

Name of the Program: Master of Business Administration

Course Code:4.8.2

NAME OF THE COURSE: BUSINESS FORECASTING

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

This is a course on forecasting methods and their applications in business. Students will be introduced to techniques employed in the operations planning. They will be able to understand Data pattern and appropriate transformation. At the end of the course students should be able to identify the difference between qualitative and quantitative forecasting method and analyze the demand using the regression method. They can analyze the demand using exponential smoothing method and apprehend the different measures of forecast error.

Course Objectives:

- To expose to the data types and identification problem
- To equip with qualitative and quantitative forecasting techniques (with focus on non-econometric techniques)

Course Outcomes:

- Identify the factors that affect demand.
- Illustrate the forecasting techniques with the help of computer software and enable the interpretation of the results

Module 1: Introduction to Forecasting	10 Hours
Introduction, Role of forecasting in business, Steps in forecasting and methods of forecasting. Correlation: Partial and Multiple correlation. Regression Analysis: Multiple regression analysis, Testing the assumptions of regression: multicollinearity, heteroscedasticity and autocorrelation.	
Module 2 : Demand Analysis	10 Hours
An Overview; Significance of Demand Analysis and Forecasting, Determinants of Demand, Elasticity of Demand, Revenue and Profit of a Firm Estimation of Demand, Forecasting Demand, Selecting a Forecasting Technique, Purpose of Forecast, Type of Users	
Module 3: Marketing Research	10 Hours
Marketing Research Techniques, Consumer Surveys, Consumer Clinics and Focus Groups Market Experiments in Test Stores, Statistical Estimations, Variable Identification, Time Series and Cross-Sectional Data Collection, Specification of the Model, Estimation of the Parameters, Interpretation of Regression Statistics, Time Series Regression; Forecasting with Regression Model: Unconditional Forecasting, Forecasting with Serially Correlated Errors, Conditional Forecasting	
Module 4: Time Series Analysis	10 Hours
Smoothing and Extrapolation of Time Series, Simple Extrapolation Models, Smoothing and Seasonal Adjustment; Properties of Stochastic Time Series: Characterizing Time Series: The Autocorrelation Function, Stationarity, Random Walk, Cointegrated Time Series; Linear Time Series: Moving Average Models, Autoregressive Models, Mixed Autoregressive and Moving Average Models, Homogeneous Non-Stationary Processes: ARIMA Models, Box-Jenkins Methodology, Specification of ARIMA Models, SARIMA, ARMAX Mode	
Module 5: Forecasting with Time Series Models	10 Hours
Computing a Forecast, The Forecast Error, Properties of ARIMA Forecasts, Causality, Exogeneity, VAR, Impulse Response Functions, Volatility Measurement, Modeling and Forecasting: The ARCH Process, The GARCH Process	
Module 6: Qualitative Forecasting Techniques	10 Hours

Survey and Opinion Polling Techniques, Exponential Smoothing and Other Advanced Techniques, Barometric Techniques, Leading, Lagging and Coincident Economic Indicators, Diffusion and Composite Indexes, Accuracy of Forecast, Short Run Forecast, Long Term Forecast, Use of Software Packages for Forecasting.

References:

- Gilliland, M., Tashman, L., & Sglavo, U. (2015). *Business forecasting: Practical problems and solutions*. John Wiley & Sons.
- González-Rivera, G. (2016). *Forecasting for economics and business*. Routledge.
- Montgomery, D. C., Jennings, C. L., & Kulahci, M. (2015). *Introduction to time series analysis and forecasting*. John Wiley & Sons.

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE:4.8.3

Name Of the Course: *Data Warehousing and Data Mining*

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Overview of the Course:

This course is an introductory course on data mining. It introduces the basic concepts, principles, methods, implementation techniques, and applications of data mining, with a focus on data mining functions.

Course Objectives:

1. To study algorithms for finding hidden and interesting patterns in data and to understand the importance of pattern discovery concepts, methods, and applications.
2. To understand and apply various classification and clustering techniques using tools.

Course Outcomes:

1. Analyze algorithms and understand the patterns in the data
2. Apply various techniques to mine data from various data sources

Module 1: Introduction to Data Ware Housing 10 Hours

Introduction: Fundamentals of data mining, Data Mining Functionalities, Classification of Data Mining systems, Data Mining Task Primitives, Integration of a Data Mining System with a Database or a Data Warehouse System, Major issues in Data Mining. Data Preprocessing: Need for Preprocessing the Data, Data Cleaning, Data Integration and Transformation, Data Reduction, Discretization and Concept Hierarchy Generation.

Module 2: Data Warehouse and OLAP Technology for Data Mining 10 Hours

Data Warehouse, Multidimensional Data Model, Data Warehouse Architecture, Data Warehouse Implementation, Further Development of Data Cube Technology, From Data Warehousing to Data Mining Data Cube Computation and Data Generalization: Efficient Methods for Data Cube Computation, Further Development of Data Cube and OLAP Technology, Attribute-Oriented Induction.

Module 3: Patterns and Association Rules 10 Hours

Mining Frequent Patterns, Associations and Correlations: Basic Concepts, Efficient and Scalable Frequent Item set Mining Methods, Mining various kinds of Association Rules, From Association Mining to Correlation Analysis, Constraint-Based Association Mining

Module 4: Classification and Prediction 10 Hours

Issues Regarding Classification and Prediction, Classification by Decision Tree Induction, Bayesian Classification, Rule-Based Classification, Classification by Back propagation,

Support Vector Machines, Associative Classification, Lazy Learners, Other Classification Methods, Prediction, Accuracy and Error measures, Evaluating the accuracy of a Classifier or a Predictor, Ensemble Methods

Module 5: Cluster Analysis

10 Hours

Cluster Analysis Introduction- Types of Data in Cluster Analysis, A Categorization of Major Clustering Methods, Partitioning Methods, Hierarchical Methods, Density-Based Methods, Grid-Based Methods, Model-Based Clustering Methods, Clustering High-Dimensional Data, Constraint-Based Cluster Analysis, Outlier Analysis.

Module 6 : Mining Streams, Time Series and Sequence Data

10 Hours

Mining Data Streams, Mining Time-Series Data, Mining Sequence Patterns in Transactional Databases, Mining Sequence Patterns in Biological Data, Graph Mining, Social Network Analysis and Multirelational Data Mining, Mining Object, Spatial, Multimedia, Text and Web Data: Multidimensional Analysis and Descriptive Mining of Complex Data Objects, Spatial Data Mining, Multimedia Data Mining, Word Cloud, Sentiment Analysis, Text Mining, Mining the World Wide Web.

References:

- Provost, F., & Fawcett, T. (2013). *Data Science for Business: What you need to know about data mining and data-analytic thinking.* " O'Reilly Media, Inc."
- Bhatia, P. (2019). *Data mining and data warehousing: principles and practical techniques.* Cambridge University Press.
- Tan, P. N., Steinbach, M., & Kumar, V. (2016). *Introduction to data mining.* Pearson Education India.
- Ratner, B. (2017). *Statistical and machine-learning data mining: Techniques for better predictive modeling and analysis of big data.* CRC Press.

4.9 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION COURSE CODE:4.9.1 <i>Name Of the Course: Supply Chain Planning & Strategies</i>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
Course Objectives: <ol style="list-style-type: none"> 1. Understand the concept of resource planning and scheduling in an organization. 2. Understand the importance of lean, hybrid and agile supply chains. 3. Understand the concept of supply chain measurement, different metrics and their application. 4. Measure the effectiveness of supply chain strategic design through scientific metrics. 		
Course Outcomes: On successful completion of this course students shall be able to: <ol style="list-style-type: none"> 1. Understand opportunities, issues and challenges pertaining to resource planning and scheduling 2. Analyze and apply various techniques for supply chain strategic design. 3. Understand and apply various supply chain metrics in an organization. 4. Understand the effectiveness of metrics usage in different organizations. 		
COURSE CONTENT		
Module 1: Resource Planning and Scheduling		10 HOURS
Introduction to Sales and operations planning - Purpose of sales and operations plans - Decision context - Sales and operations planning as a process - Overview of decision support tools, Enterprise resource planning - Planning and control systems for manufacturers – Materials requirement planning - Drum – Buffer – Rope system – Scheduling - Scheduling service and manufacturing processes - Scheduling customer demand - Scheduling employees - Operations scheduling		
Module 2: Supply chain strategy design		10 HOURS
Supply chain design theory- Matching supply chain requirements and capabilities,		

Lean concepts in supply chain management, agile concepts in supply chain management, Comparing lean and agile supply systems. Comparing lean, hybrid and agile supply chains

Module 3: Static Theory of Supply Chain Management **8 HOURS**

Performance indicators- Efficiency, responsiveness, firm performance, Trade-offs of performance, Supply chain strategies- Efficiency oriented, responsiveness oriented, Hybrid strategies ideal & real supply chain strategies.

Module 4: Supply chain Measurement and Challenges **10 HOURS**

Business metrics, Types of supply metrics & measurement, Importance of alignment between business goal and supply metrics, Issues faced by distribution network, distribution strategies, Quality management, Six sigma metrics, Total quality Management, Fishbone analysis.

MODULE 5 Green Supply Chain Management:

Introduction, Traditional Supply Chain and Green Supply Chain, Environmental Concern and Supply Chain, Closed-loop Supply Chain, Corporate Environmental Management, Green Supply Chain (GSCM): Definition, Basic Concepts, GSCM Practices. Case Studies

MODULE 6 Green Logistics

Green Logistics and Transportation, Definitions of Green Logistics, Critical drivers of Green Logistics, Green transportation and logistics practices, Environmental impacts of transportation and logistics, Closing the Loop: Reverse Logistics. Case Studies.

SUGGESTIVE READINGS:

- Simchi-Levi, David, Philip Kaminsky, and Edith Simchi-Levi. *Designing and Managing the Supply Chain*. McGraw Hill/Irwin, 2007. ISBN: 9780073341521.
- Hopp, Wallace, and Mark Spearman. *Factory Physics*. 2nd ed. McGraw-Hill/Irwin, 2000. ISBN: 9780256247954.
- Hopp, Wallace. *Supply Chain Science*. McGraw-Hill/Irwin, 2007. ISBN: 9780073403328.

REFERENCES:

- Nahmias, Steven. Production and Operations Analysis. McGraw-Hill/Irwin, 2000. ISBN: 9780072417418.
- Chopra, Sunil, and Peter Meindl. Supply Chain Management. 3rd ed. Prentice Hall, 2006. ISBN: 9780131730427.
- Shapiro, Jeremy F. Modeling the Supply Chain. Southwestern College Pub, 2000. ISBN: 9780534373634.
- Silver, Edward A., David F. Pyke, and Rein Peterson. Inventory Management and Production Planning and Scheduling. 3rd ed. Wiley, 1998. ISBN: 9780471119470.

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE: 4.9.2

Name Of the Course: Global Procurement And Sourcing

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Objectives:

1. Gain knowledge paradigms in global procurement and sourcing to gain insights into similarities/differences across cross-cultural markets.
2. Gain an understanding of storage management system.
3. Understand the need to appreciate the need of sourcing as a strategic function.
4. Acquaint with different skills and systems required to implement marketing strategies across country borders.

Course Outcomes:

On successful completion of this course students shall be able to:

1. Develop strategies to remove cultural biases and understandings from the equation in assessing foreign values, wants and needs.
2. Analyze, discuss, describe, and demonstrate the marketing processes and strategies that firms utilize when marketing their products in foreign countries.
3. Analyze, discuss, describe, and demonstrate the marketing processes and strategies that firms utilize when marketing their products in foreign countries.
4. Acquire skills and systems to implement strategies to measure performance of sourcing.

COURSE CONTENT**Module 1: Introduction****8 HOURS**

Objectives of Procurement System, Principles of Procurement, and History of procurement function: from administrative to strategic, value added role, Procurement Cycle, Procurement Planning, and Purchasing Mix: Six Rights, Selecting the right supplier, Source of information and process, Supplier appraisal/vendor capability, bidding process.

Module 2: Storage Management System**12 HOURS**

Storage Inventory Management – Functions of storage & Inventory - Classification of Inventory- Methods of Controlling Stock Levels- Always Better Control (ABC) Inventory system- Storage: storage policies - dedicated storage, randomized storage & class-based storage; Storage Methods-assembling & seasonal storage; stockpiling and rapid storage. Centralized and Decentralized Storage Systems.

Module 3: Sourcing as a Strategic Function**8 HOURS**

Evolution of Purchasing, Purchasing, Sourcing as a key organizational function, Sourcing objectives, Make or Buy decision, Types and methods of Sourcing in retail, Centralized vs. decentralized, single sourcing vs. multiple sourcing, day-to-day vs. long rang sourcing.

Module 4: Sourcing Process

8 HOURS

Market analysis and supplier research, Prime sources of supplier information, Request for Proposal, Fundamental steps of the buying process, terms and condition of purchase, Buying Documentation, Negotiation, Use of IT in sourcing, Global Tenders and E-Procurement, Reverse Auctions, Expanded role of global purchasing

Module 5: Cross Functional Approach to Sourcing

10 HOURS

Overview of material management function and supply chain alignment, Role of purchasing in supporting inventory objectives, Goals of Inventory Control, Hedging vs. Forward Buying, Risk management, Managing price fluctuation and volatility in international finance, matching supply with customer demand, managing inward logistics, Transportation modes and warehousing

Module 6: Global trends in Procurement and Sourcing

10 HOURS

Global Trade Barriers, Dealing with international suppliers, UNO and GATT conventions, Legal, socio-cultural issues in international buying, Environmental issues-Green Procurement- Industry Best Practices, Measurement of sourcing performance, Benchmarking in Retail Procurement.

SUGGESTIVE READINGS:

- Johnson, Leenders, and Flynn: Purchasing and Supply Management. 14th Edition McGraw Hill. ISBN: 9780073377896
- Weele, Arjan J. Van (2014), Purchasing & Supply Chain Management, Cengage Learning.
- Fred Sollish & John Semanik (2011), Strategic GlobalSourcing Best Practices, Wiley.

REFERENCES:

- Robert J. Trent (2007), Strategic Supply Management, Creating the Next Source of Competitive Advantage, J. Ross Publishing.
- Branch, A.E. (2009), Global Supply Chain Management and International Logistics, Routledge. 5. Cheng, L.K. and Kierzkowski, H. (Eds) (2001), Global Production and Trade in East Asia, Kluwer.

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE:4.9.3

Name Of the Course: Vendor Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

COURSE OBJECTIVES:

1. Demonstrate a basic understanding of vendor and sourcing management
2. To provide the basics understanding about the vendor selection and evaluation process
3. Understand the importance of emotions in the negotiation process
4. Build an insight towards the need of big data in procurement process

Course Outcomes:

On successful completion of this course students shall be able to:

1. Understand role of vendor management in an organization.
2. Analyze the vendor selection and evaluation process.
3. Articulate the various elements in an negotiation process.
4. Analyze data driven insights out of analytics and implement automation in procurement.

COURSE CONTENT**Module 1: Introduction****8 HOURS**

Introduction to Vendor Management, Six components of Vendor Management, Benefits of Vendor Management, Regulations of Vendor Management, Vendor Performance, Vendor Performance Management, Long term strategy for Vendor Management.

Module 2: Vendor and Sourcing Management**8 HOURS**

Sourcing Strategy basics and types, Low-cost Country Sourcing, Global Sourcing, Offshore Outsourcing, Outsourcing, Sourcing Advisory, Purchase and Sourcing from Low cost Global supply Chains, building Traceability and ethical sourcing, Captive sources, Vendor Monitored Supply Chains.

Module 3: Vendor Evaluation and Processing**10 HOURS**

Supplier Strategy, System of Vendor evaluation, Parameters for evaluation of Vendors Performance, Social Audit, Total Evaluation, Vendors Development by adopting appropriate Rating Systems, developing Lean Time and Supply period and creating multiple vendors for scarce inventory, Guidelines for Purchases through Tender, Purchase Review, import substitution.

Module 4: Vendor Negotiation**12 HOURS**

Definition of Negotiation, Preparing for the Negotiation Process, The Seven Basic Steps in Negotiation, Negotiation Styles, Strategies for Negotiation, Best Alternative to a Negotiated Agreement (BATNA), Approaches for Negotiation, Types of Negotiators, Tactics for Negotiation Process, Non-Verbal Communication, Emotions in the Negotiation Process.

Module 5: Vendor Selection and Review **10 HOURS**

Searching for suppliers, The Supplier Selection Process, Retaining and Developing the Supplier Relationship, Agreements and policies for protecting the company's interests, Vendor Risk Assessment, Contract Management, Contract Lifecycle Management, Automating Contract Management, Change Management, Contract Compliance, Procurement and Contract Management.

Module 6: Ethics and Future Trends **8 HOURS**

Ethical Concepts and Principles in Procurement, Unethical Practices Signs, Ethical, Procurement Requirements, Unethical Practices Prevention Tools, Procurement Future Trends, Sustainable Procurement, Procurement Automation, Big Data and Procurement

SUGGESTIVE READINGS

- Sollish, F. and Semanch, J. (2007), Strategic Global Sourcing: Best Practices, Wiley Publications Chartered Institute of Purchasing and Supply (CIPS), UK – Case Studies Chopra and Miendl (2003), Supply Chain Management: Strategy, planning and operation, Pearson Books

- Pooler, V.H. (1997) Purchasing and Supply Management: Creating the vision, Springer.

REFERENCES:

- Stephen R guth, 2007, The Vendor Management Office: Unleashing the Power of Strategic Sourcing

- Agostino Carrideo 2015, Vendor Management: An insider's strategies to win and create long lasting change

SURANA COLLEGE

AUTONOMOUS
Under Bangalore University



Department of PG Studies and Research in Psychology

REGULATIONS GOVERNING THE CHOICE BASED CREDIT SYSTEM
FOR
THE TWO YEARS (FOUR SEMESTERS) MASTER'S DEGREE PROGRAM
IN THE FACULTY OF SCIENCE
(Framed under Section 44(1) (c) of the KSU Act 2000)

Preamble: New challenges in higher education have led to a paradigm shift in reconceptualising this sector in terms of what constitutes Higher Education and what the goals of this education ought to be. Traditional educational systems rely on information-based knowledge. However, the shortcomings in collapsing the task of knowledge acquisition to largely an exercise in imparting information are increasingly felt in society with profound consequences. The need of the hour is to move towards a more holistic approach that integrates providing of skills and specialized training with the values necessary to make a student into a better human being and a useful member of society. Thus, the role of Universities and colleges in the 21st Century extends far beyond traditional knowledge creation and dissemination to encompass new expectations for innovations that will have broader social and economic benefits. Surana College (Autonomous) under BU wishes to initiate qualitative and substantial changes in its undergraduate and postgraduate programmes, to cater to the needs of students with diverse talents, aspirations and professional requirements.

The University Grants Commission has formulated Guidelines for adoption of uniform Choice-Based Credit System (CBCS) across all the universities in the country and asked all the universities to implement them in all the under-graduate and post-graduate programmes. The State Higher Education Council has also communicated general guidelines in this regard.

The credit-based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. The choice-based credit system provides a 'cafeteria' type approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits, and adopt an interdisciplinary approach to learning. Thus, the Choice Based Credit Systems make the product of the university at par with the global practices in terms of academic standards and evaluation strategies, retaining the present structures of the undergraduate and post-graduate programmes. In the

emerging scenario of Internationalization of Indian Higher Education, it is imperative that the Universities in India should follow this system so that the mobility of their products both within and across the geographical jurisdiction becomes possible. Hence the Surana College (Autonomous) under BU thought it fit to introduce the Choice Based Credit System in all its Undergraduate and Post-graduate Programmes in the Faculties of Arts, Science and Commerce, effective from the academic year 2021-2022. For multifaceted development of students, curriculum emphasizes on wide variety of courses to enhance their knowledge in several core courses. Thus, the present postgraduate programmes in various subjects have been restructured to implement the Choice Based Credit Semester Scheme in all its Post-graduate Programmes.

The Salient Features of the Choice Based Credit System (Semester Scheme):

Each course shall carry certain number of credits. Credits normally represent the weightage of a course and are a function of teaching, learning and evaluation strategies such as number of contact hours, the course content, teaching methodology, learning expectations, etc. In the proposed programmes, the credits shall be based on the number of instructional hours per week, generally 1 credit per hour of instruction in theory and 1 credit for 2 hours of practical or project work or internship per week. Based on these, a two year or four semester post-graduate degree programme will have credits in the range of 24 to 26, an average of 25 credits per semester and a total of around 100 credits per post-graduate degree programme.

The other features of the Choice Based Credit System are a) The Master's Degree Programmes are structured on credit-based semester scheme. b) The courses offered in a Programme may be the core, elective and soft-core courses. c) The relative importance of subjects of study are quantified in terms of credits. d) The choice-based courses may be offered within the faculty and/or across the faculty. e) The curricula and question papers are unitized. f) The declaration of result is based on the semester

grade point average (SGPA) earned towards the end of each semester or the Cumulative Grade Point Average (CGPA) earned towards the end of the programme as well as alpha – sign grade.

Definitions of Key Words: 1. Academic Year: Two consecutive (one odd + one even) semesters constitute one academic year. 2. Choice Based Credit System (CBCS): The CBCS provides choice for students to select from the prescribed courses (core, elective, soft core etc. courses). 3. Course: Usually referred to, as 'papers' is a component of a programme. All courses need not carry the same weight. The courses should define learning objectives and learning outcomes. A course may be designed to comprise lectures/ tutorials/laboratory work/ field work/ project work/ vocational training/viva/ seminars/term papers / assignments / presentations/ self-study etc. or a combination of some of these. 4. Credit Based Semester System (CBSS): Under the CBSS, the requirement for awarding a degree /diploma /certificate is prescribed in terms of number of credits to be completed. 5. Credit: A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one to two hour of teaching (lecture or tutorial) or two hours of practical work/field work per week. 6. Grade Point: It is a numerical weight allotted to each letter grade on a 10-point scale. 7. Credit Point: It is the product of grade point and number of credits for a course. 8. Letter Grade: It is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P and F. 9. Programme: A programme leading to award of a Degree, diploma or certificate. 10. Semester: Each semester will consist of 15-18 weeks of academic work equivalent to 90 actual teaching days. The odd semester may be scheduled from July to December and even semester from January to June. 11. Semester Grade Point Average (SGPA): It is a measure of performance of work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places. 12. Cumulative Grade Point Average (CGPA): It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed

up to two decimal places. 13. Transcript or Grade Card or Certificate: Based on the grades earned, a grade certificate shall be issued to all the registered students after every semester. The grade certificate will display the course details (code, title, number of credits, grade secured).

1. TITLE AND COMMENCEMENT:

i) These regulations shall be called “The Regulations Governing the Choice Based Credit System for the Two Years (Four Semesters) Master’s Degree Programmes in the Faculties of Science

ii) These regulations shall come into force for award of the degrees from the date of assent of the Chancellor (2021-22 batch & onwards).

2. DURATION OF THE PROGRAMMES: The duration of the Post-graduate programmes shall extend over 4 semesters (two academic years) of 16 weeks or more each with a minimum of 90 actual working days of instruction in each semester and 2 to 3 weeks of examinations in case of science programmes. The successful completion of the post-graduate programmes would lead to Master’s Degrees in the subjects.

3. ELIGIBILITY FOR ADMISSION:

GENERAL: Candidates who have passed the three year Bachelor’s degree examination of Surana College (Autonomous) under BU or any other University considered as equivalent thereto, with the respective subject as optional / major / special / main subject, are eligible for admission to the programmes provided they have secured a minimum of 40% marks in the aggregate of all the subjects and 50% (45% for SC/ST/Category I candidates) marks in the cognate subject.

3.1 FACULTY OF SCIENCE: MASTER’S DEGREES IN SCIENCE SUBJECTS

M. Sc. in PSYCHOLOGY Graduates who have secured 40% marks in the aggregate of all subjects and at least 50% marks in Psychology (cognate subject) at the degree level are eligible.

3.2 Pedagogy

The department emphasizes outcome-driven training as the pedagogy or method of teaching consisting of both synchronous and asynchronous approaches. The training is more focused on the learner, their abilities, skills and interests.

The commonly used synchronous learning shall be adopted for 3 units in each course which is interactive and occurs in real time with the teacher, whereas the other 2 units shall be dealt with asynchronous approaches where the learning occurs with the help of prepared resources, without a real time teacher led interaction. Asynchronous learning provides a student more time to reflect on their course topic and to enable them to critically assess various applications of their learning. Flipped classrooms with internship, community activities, extensions, outbound training or projects are implemented to provide real life experiences and to equip students to function effectively as a professional.

Students will be assessed at the beginning of the program to get a picture of their strengths and challenges. They will also be assessed on their professional interest so that their learning can be customized. Students are expected to reach out to various organizations and firms which can enhance their learning. The department will provide the required assistance and guidance for the same.

4. MAXIMUM PERIOD FOR COMPLETION OF THE PROGRAMMES: The candidate shall complete the programme within the period as prescribed in the regulation governing the maximum period for completing various degree / diploma programmes from the dates of admissions. It is generally twice the number of years of the programme. The term for completing the programme means passing all the prescribed examinations of the programme to become eligible for the degree.

5. MEDIUM OF INSTRUCTION: The medium of instruction shall be English/Kannada.

6. HOURS OF INSTRUCTION PER WEEK: There shall be generally 24-30 hours of instructions per week in subjects without practicals / field work and 28-36 hours of instructions per week in subjects with practicals / field work. These hours may be distributed for lectures, seminars, tutorials, practicals, project work and other modes of instruction which individual courses may demand.

7. ATTENDANCE: Each course (theory/practical) shall be treated as an independent unit for the purpose of attendance. A student shall attend a minimum of 75% of the total instruction hours in a course (theory/practical) including tutorials and seminars in each semester. There shall be no provision for condonation of shortage of attendance and a student who fails to secure 75% attendance in a course shall be required to repeat that semester. In Speech Language Pathology, the attendance requirement is 90% in clinical practicum or as recommended by the concerned BOS and approved by the Academic Council.

8. COURSE PATTERN:

8.1 In the Faculties of Arts, Science and Commerce, the number of credits per semester may vary from 24 to 26, an average of 25 credits per semester and a total of around 96-104 credits for the programme. The credits shall be based on the number of instructional hours per week, generally 1 credit per hour of instruction in theory and 1 credit for every 2 hours of practical or project work or internship per week.

8.2 In the case of subjects without practicals there may be 6+ theory courses of 4 hours of instruction each per week. In the case of subjects with practicals, there may be 4+ theory courses of 4 hours instruction each per week and the number of practical courses per week may be as follows:

a) 4 practical courses of 4 hours duration per week or

b) 2 practical courses of 8 hours duration per week or The courses offered in a programme may be the core, elective and soft courses. There shall be soft core courses of 3 hours of instruction per week

in the first and second semesters, open electives in the third semester, electives in the fourth semester, and project work in lieu of one or two theory / practicals in the second / third and/or fourth semesters. The choice based courses may be offered within the faculty and/or across the faculty.

8.3 Appendix A gives a summary of the course patterns, hours of instructions per course / paper per week, marks and credits assigned to different courses/papers in different subjects of study in the Post-Graduate Degree programmes in all the semesters of different faculties. These may be modified or amended by the concerned Boards of Studies with the approval of the Academic Council

9. THE SCHEME OF EXAMINATION:

9.1 There shall be examinations at the end of each semester ordinarily during November/ December for odd semesters and during May/June for even semesters. The details of schemes of examinations in various subjects are given in appendix "A".

9.2 Project work / dissertation /Professional Practice may be offered as per the schemes prescribed in respective courses. It shall be evaluated by two examiners, one external and one internal appointed by the University. Wherever there is viva-voce, it shall be conducted by the Viva-Board consisting of the internal guide and one external expert from the panel of examiners and as approved by the COE.

10. INTERNAL ASSESSMENT:

Total marks for each course shall be based on continuous assessments and term end examinations. As per the decision of the Karnataka State Higher Education Council, it is necessary to have uniform pattern of 30 : 70 for IA and Term End examinations respectively, among all the Universities, their affiliated and autonomous colleges. Marks for internal assessment shall be awarded on the basis of seminars, field work, tests, assignments etc. as determined by the Board of Studies in the respective subject.

Total Marks for each course = 100% Continuous assessment (C1) = 15% marks Continuous assessment (C2) = 15% marks Semester End Examination (C3) = 70% marks

Evaluation process of IA marks shall be as follows;

10.1 The first component (C1), of assessment is for 15% marks. This shall be based on test, assignment, seminar, case study, field work, project work etc. This assessment and score process should be completed after completing 50% of syllabus of the course/s and within the first half of the semester.

10.2 The second component (C2), of assessment is for 15% marks. This shall be based on test, assignment, seminar, case study, field work, internship / industrial practicum / project work etc. This assessment and score process should be based on completion of the remaining 50 percent of syllabus of the courses of the semester.

10.3 During the 17th – 20th week of the semester, a semester end examination of 3 hours duration shall be conducted by the University for each course. This forms the third and final component of assessment (C3) and the maximum marks for the final component will be 70%.

10.4 In case of a student who has failed to attend the C1 or C2 on a scheduled date, it shall be deemed that the student has dropped the test. However, in case of a student who could not take the test on scheduled date due to genuine reasons, such a candidate may appeal to the HOD / Principal, and the Program Coordinator in consultation with the concerned teacher shall decide about the genuineness of the case and decide to conduct special test to such a candidate on the date suitable to the concerned teacher but before commencement of the concerned semester end examinations.

10.5 For assignments, tests, case study analysis etc., of C1 and C2, the students should bring their own answer scripts (of A4 size), graph sheets etc., required for such tests / assignments and these be stamped by the concerned department using their department seal at the time of conducting tests / assignment / work etc.

10.6 The outline for continuous assessment activities for Component-I (C1) and Component II (C2) of a course shall be as under.

Outline for continuous assessment activities for C1 and C2

Activities	C1	C2
Total Marks	Test / Seminars/ Case study / Assignment / Field work / Project work etc	Test / Seminars/ Case study / Assignment / Field work / Project work etc
30	15	15

☒ For practical course of full credits, Seminar shall not be compulsory. In its place, marks shall be awarded for Practical Record Maintenance.

Conduct of Seminar, Case study / Assignment, etc. can be either in C1 or in C2 component at the convenience of the concerned teacher.

☒ The teachers concerned shall conduct test / seminar / case study, etc. The students should be informed about the modalities well in advance. The evaluated courses / assignments during component I (C1) and component II (C2) of assessment should be immediately shown to the candidates and the acknowledgement be taken to that effect by the concerned teachers(s) and maintained by the Chairperson in case of a University Post-Graduate Department and the Principal / Director in case of Institutions. The evaluated test, assignment etc. of C1 and C2 shall be obtained back to maintain the same till the announcement of the examination results of the concerned semester.

10.7 The marks of the internal assessment shall be notified on the notice board of the department / college for information of the students.

10.8 The Internal Assessment marks shall be communicated to the COE at least 10 days before the commencement of the University examinations and the

10.9 The consolidated Internal Assessment marks statement of C1 and C2 shall be submitted to the COE at least 10 days prior to the commencement of semester end examination. COE shall have access to the records of such periodical assessments.

10.10 There shall be no minimum in respect of internal assessment marks.

10.11 Internal assessment marks shall be shown separately in the marks card. A candidate who has failed or rejected the result, shall retain the internal assessment marks.

11. REGISTERING FOR THE EXAMINATIONS: A candidate shall register for all the papers in the subject of a semester when he/she appears for the examination of that semester for the first time.

12. VALUATION OF ANSWERSSCRIPTS:

12.1 Each written paper shall be valued by one internal examiner and one external examiner. Each practical examination shall be jointly conducted and evaluated by one internal examiner and one external examiner or two external examiners if there are no internal examiners. But not by two internal examiners.

12.2 If the difference in marks between two valuation is more than 15% of the maximum marks, the COE or his nominee shall check the entries and the total marks assigned by the two valuers. If there is any mistake in totalling, it shall be rectified. While checking the total, if it is observed that any one or more of the answers is not valued by one of the valuers, the Chairman, BOE shall advise internal members of the Board of Examiners to value that answer. After receiving the marks, the Chairman, BOE shall make the necessary corrections. Despite all these corrections, if the difference between the two valuations is still more than 15%, the Chairman, BOE shall arrange for third valuation by examiners from the approved panel of examiners.

12.3 In case of two valuations, the average of the two valuations and if there are three valuations, the average of the nearest two valuations shall be taken for declaring results. The candidates not satisfied with the results may apply for photocopies of the answer scripts and / or challenge valuation.

13. CLASSIFICATION OF SUCCESSFUL CANDIDATES: The results of successful candidates at the end of each semester shall be declared on the basis of Percentage of Aggregate Marks and in terms of Semester Grade Point Average (SGPA) and Eight Point Alpha – Sign Grading Scale. The results at the end of the fourth semester shall also be classified on the basis of Percentage of Aggregate Marks and on the basis of the Cumulative Grade Point Average (CGPA) obtained in all the four semesters and the corresponding overall alpha – sign grade. An eight point grading system, alpha – sign grade as described in Tables I and II below shall be adopted. The Semester Grade Point Average (GPA) in a Semester and the Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be computed as follows:

13.1 Computation of Semester Grade Point Average (SGPA): The grade points (GP) in a course shall be assigned based on the basis of actual marks scored in that course as per the Table I. The Credit Points (CP) shall then be calculated as the product of the grade points earned in the course and the credits assigned for the course. The total CP for a semester is obtained by adding the CP of all the courses of the semester. The SGPA for a semester is computed by dividing the total CP of all the courses of study by the total credits for the semester.

13.2 Calculation of Cumulative Grade Point Average (CGPA): The Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be calculated as the weighted average of the semester grade point averages (SGPA). The CGPA is obtained by dividing the total of semester credit weightages by the maximum credits for the programme.

14. MINIMUM FOR A PASS:

14.1 A candidate shall be declared to have passed the PG program if he/she secures at least a CGPA of 4.0 (Course Alpha-Sign Grade P) in the aggregate of both internal assessment and semester end examination marks put together in each unit such as theory papers / practicals / project work / dissertation / viva-voce.

No candidate shall be declared to have passed the Semester Examination as the case may be under Part I / Part II / Part III unless he/she obtains not less than 35% marks in written examination / practical examination and 40% marks in the aggregate of written / practical examination and internal assessment put together in each of the subjects and 40% marks (including IA) in Project work & viva wherever prescribed.

14.2 The candidates who pass all the semester examinations in first attempts are eligible for ranks provided they secure at least a CGPA of 6.00 (Alpha-Sign Grade B+).

14.3 The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible for the degree only after completion of all the lower semester examinations.

14.4 A candidate who passes the semester examinations in parts is eligible for only Class / CGPA and Alpha-Sign Grade but not for ranking.

14.5 There shall be no minimum in respect of internal assessment.

14.6 A Candidate who fails in any of the unit / project work / Project Report / dissertation / viva-voce shall reappear in that unit / project work / Project Report / dissertation / viva-voce and pass the examination subsequently.

15. CARRY OVER PROVISION: Candidates who fail in lower semester examinations may go to the higher semesters and take the examinations.

16. REJECTION OF RESULTS:

i. A candidate who fails in one or more papers of a semester may be permitted to reject the result of the whole examination of that semester. Rejection of result paper wise shall not be permitted. A candidate who rejects the results shall appear for the examination of that semester in the subsequent examination.

ii. Rejection shall be exercised only once in each semester and the rejection once exercised shall not be revoked. iii. Application for rejection along with payment of the prescribed fee shall be submitted to the COE through the department/college together with the original statement of marks within 30 days from the date of publication of the result.

iv. A candidate who rejects the result is eligible for only class and not for ranking.

17. IMPROVEMENT OF RESULTS:

i) A candidate who has passed in all the papers of a semester may be permitted to improve the result by reappearing for the whole examination of that semester.

ii) The reappearance could be permitted twice during double the period without restricting it to the subsequent examination only. The regulation governing maximum period for completing various degree/ diploma programme notified by the University from time to time shall be applicable for improvement of results also.

iii) The student could be permitted to apply for the improvement examination 45 days in advance of the pertinent semester examination whenever held.

iv) If the candidate passes in all the subjects in reappearance, higher of the two aggregate marks secured by the candidate shall be awarded for that semester. In case the candidate fails in the reappearance, candidate shall retain the first appearance result.

v) A candidate who has appeared for improvement is eligible for class only and not for ranking.

18. Internal assessment marks shall be shown separately in the marks card. A candidate who has rejected the result or who, having failed, takes the examination again or who has appeared for improvement shall retain the internal assessment marks already obtained.

19. A candidate who fails in any of the semester examinations may be permitted to take the examinations again at a subsequent appearance as per the syllabus and scheme of examination in vogue at the time the candidate took the examination for the first time. This facility shall be limited to the following two years.

20. POWER TO REMOVE DIFFICULTIES

i) If any difficulty arises in giving effect to the provisions of these regulations, the Principal in consultation and approvals of AC and BOG may by order make such provisions not inconsistent with the Act, Statutes, Ordinances or other Regulations, as appears to be necessary or expedient to remove the difficulty.

ii) Every order made under this rule shall be subject to ratification by the Appropriate AC and BOG Authorities.

21. Repeal and Savings: The existing Regulations governing two years Masters degree programmes in the faculties of Arts, Science and Commerce shall stand repealed. However, the above Regulations shall continue to be in force for the students who have been admitted to the course before the enforcement of this regulation.

APPENDIX "A"

DETAILS OF COURSE PATTERNS AND SCHEMES OF EXAMINATIONS

T – Theory, P - Practical

Subjects	Paper	Instruction hrs/week	Duration of Exam(hrs)	Marks			Credits
				IA	Exam	Total	
a) I/II Semester of the PG Program							
Core Subject	4T	4x4	4x3	4x30	4x70	4x100	4x4
	2P	2x8	2x6	2x30	2x70	2x100	2x4
Soft Core	1T	1x3	1x3	1x30	1x70	1x100	1x2
Per Semester Total of Credits							26
b) III Semester of the PG Program							
Core Subject	3T	3x4	3x3	3x30	3x70	3x100	3x4
	2P	2x8	2x6	2x30	2x70	2x100	2x4
Open Elective	1T	1x4	1x3	1x30	1x70	1x100	1x4
Semester Total of Credits							24
c) IV Semester of the PG Program							
Core Subject and Electives	4T	4x4	4x3	4x30	4x70	4x100	4x4
	1P	1x8	1x6	1x30	1x70	1x100	1x4
	Project Work*	8	Report Evaluation	1x30	1x70	1x100	1x4
Semester Total of Credits							24
Program Grand Total of Credits							100

Surana College
Autonomous (Bangalore University)

PG Department of Psychology

Syllabus for M. Sc Psychology: 2022-23

Subjects	Paper	Instruction Hrs/week	Duration of exam (Hrs)	Marks			Credits
				IA	Exam	Total	
I Semester PG Program							
Core Subject	101- Theoretical Perspectives of Psychology	4*4	4*3	4*3 0	4*70	4*100	4*4
	102- Indigenous Psychology						
	103- Biopsychology						
	104- Quantitative Research Methods and Psychometry						
	105- Experimental Psychology- Psychophysics, Cognition, Memory and learning (Practical 1)	2*8	2*6	2*3 0	2*70	2*100	2*4
	106- Computer Application (Practical 2)						
Soft Core	107- Statistics in Psychology	1*3	1*3	1*3 0	1*70	1*100	1*2
		Semester Total of Credits					26
II Semester PG Program							
	201- Personality Psychology	4*4	4*3	4*3 0	4*70	4*100	4*4
	202- Counselling and Guidance						
	203- Cognitive Psychology						

Core Subject	204: Qualitative Research Methods						
	205- Psychological Assessment and Life Skills Training	2*8	2*6	2*30	2*70	2*100	2*4
	206- Project: Psychometric Tool Development						
Soft Core	207- Theories of Learning	1*3	1*3	1*30	1*70	1*100	1*2
				Semester Total of Credits			26

Subject	Paper	Instruction Hrs/week	Duration of exam (Hrs)	Marks			Credits	
				IA	Exam	Total		
III Semester PG Program								
Core Subject	301 Positive Psychology	1*4	1*3	1*30	1*70	1*100	1*4	
	Specializations							
	A: Clinical Psychology							
	302A: Clinical psychology and assessments	2*4	2*3	2*30	2*70	4*100	4*4	
	303A: Developmental Psychopathology							
305A Practical I: Clinical Cognitive assessment	2*8	2*6	4*30	2*30	2*70			

	306A Practical II : Clinical personality assessments and interventions						
B: Child Guidance							
	302 B Child Development	2*4	2*3	2*3 0	2*70	4*100	
	303 B Child assessment						
	305 B Assessment of cognition, screening and interventions	2*8	2*6	4*3 0	2*30	2*70	
	306 B Practicals: Assessment of personality and skill training						
C: Industrial and organizational Psychology							
	302C: Organizational Behaviour I – A microperspective	2*4	2*3	2*3 0	2*70	4*100	
	303C: Organizational Behaviour II – A Macroperspective						
	305C :Assessments and interventions in organizations	2*8	2*6	4*3 0	2*30	2*70	
	306C: Assessment of personality and interests						
Soft Core	304 Open elective Psychology for life	1*4	1*3	1*3 0	1*70	1*100	1*4
Semester Total of Credits							24

Subjects	Paper	Instruction Hrs/week	Duration of exam (Hrs)	Marks			Credits		
IV Semester PG Program									
Core Subject	401 Rehabilitation Psychology	2*4	2*3	2*3 0	2*70	2*100	2*4		
	402 Social and community Psychology								
	A: Clinical Psychology								
	403 A Adult Psychopathology	2*4	2*3	2*3 0	2*70	2*100	2*4		
	404 A Psychological Therapies and interventions								
	B: Child Guidance								
	403 B: Child Psychopathology	2*4	2*3	2*3 0	2*70	2*100			
	404 B Child intervention procedures								
	C: Industrial and organizational Psychology								
	403 C Training and consumer behaviour	2*4	2*3	2*3 0	2*70	2*100			
	404 C Human Resource Management								
	405 Internship	2*8	2*6	2*3 0	2*70	2*100			
	406 Dissertation								
	Semester Total of Credits							24	
Program Grand total of credits							100		

M.Sc Psychology

I SEMESTER

21Psy1.1: THEORETICAL PERSPECTIVES IN PSYCHOLOGY

Learning Objectives: *Students would get a historical perspective about the development of psychology as an independent body of knowledge. The emphasis is on understanding human behaviour from each school's perspective in respect of human motivation, development and functioning of human personality and the application of principles of each school to the development of mankind as well as its therapeutic value.*

Unit 1: Psychoanalytical perspective

10 Hours

History, Sigmund Freud's approach, Carl Jung, Adler and other Neo-Freudian approach to motivation, personality, therapy and applications.

Unit 2: Behavioristic perspective

10 Hours

- *Learning*- Classical Conditioning (Pavlov) and Operant Conditioning (Skinner).
- *Motivation* – Drive and incentive theories (Hull), (Miller and Dollard, Rotter).
- *Personality* – Mowrer; therapeutic techniques and applications.

Unit 3: Humanistic, Existential Perspectives, Cognitive and Social Perspectives 12 Hours

- *Motivation*: Hierarchy of motives (Maslow), ERG Theory (Alderfer), Theory of needs (McClelland), Cognitive balance and dissonance theory (Hieder, Festinger).
- *Personality*: Personal construct (Kelly), Self-theory of personality (Rogers); Existential approaches; Dissonance (Brehm), Social learning theory (Bandura); therapy and application.

- therapies and application.

Unit 4: Cultural Perspective

12 Hours

- *Introduction to the study of culture and psychology*- Defining culture, Culture and Diversity, how does culture influence human behaviours and Mental processes.
- *Culture and Basic psychological processes*- culture and perception, culture and cognition, culture and consciousness
- *Culture and Self*- culture and concepts of self, Independent and interdependent selves, interrelated and isolated self -concepts.

Unit 5: Applications

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

Reference

- David Matsumoto and Linda Juang (2004) *Culture and Psychology*, Thomson Wadsworth
- Davis R.S (1996). *Psychology of Learning and Motivation*, academic press.
- Ekman, Paul and Davidson, R.J (Eds-1994). *The nature of emotions, fundamental questions*.
Delhi, Oxford University press Series in affective science.
- Hall. C.S. Lindzey G and Campbell J.B (1998) *theories of personality* New York John Wiley and sons (4th edition).
- Hergenhahn B.R. and Olson M. H. (1998) *Theories of personality*, Prentice Hall
- Hilgard, E. R Bower G.H, Sahakian, H (1997) *Psychology of learning*. Prentice hall of India, revised edition
- Lawrence. A, Pervin and Oliver P John (1997) *Personality: theory and research* New York, John Wiley, 7th edition
- Sahakian (1976) *Introduction to psychology of learning*. Chicoga: Rand McNally college publishing company.

Weiner B (1985) Human Motivation, New York: Springer and Verlag.

21Psy1.2: INDIGENOUS PSYCHOLOGY

Learning Objectives: *To introduce the Indigenous perspectives in Psychology and its contemporary relevance. To sensitize the learners to the possibilities and availability of alternate methods of healing, especially those that have originated in Indian subcontinent. To focus on indigenous and culturally accepted/practiced therapeutic methods. Students will become aware of need for, and techniques of healing holistically.*

Unit 1: Indigenous Psychological Perspective

10 Hours

Indigenous, Indian, Transpersonal psychology, Philosophical basis and fundamental assumptions of Indian Psychology, emergence of indigenous and non-western perspective of Psychology, and current research in Indian Psychology.

Unit 2: Indian Psychological Perspectives

12 Hours

Personality and Motivation in Upanishads:

- Layers of existence (Taittiriyaupanishad) and Dvaita and Advaita schools-Motivation and role of (Manas, Ahamkara, Buddhi and Citta)
- Self and consciousness – Viewpoints of Upanishads- States of consciousness (Mandukya Upanishad)
- Bhagavad Gita (Characteristics of trigunas; Characteristics of stithaprajna)

Introduction to Jain Perspective:

- Historical background, premises, traditions: Digambaras and Shwethambaras.
 - Personality and motivation, Tri-ratna or principles of life- faith, knowledge, conduct and five vows
 - Self and Consciousness: Jiva and Ajiva, Ahimsa and role of Karma

Unit 3: Buddhist Psychological Perspective

10 Hours

- Introduction, historical background, traditions, beliefs and schools of Buddhism:
Theravada, Mahayana and Vajrayana
- Personality and motivation, Factors of personality - (Five Groupings (Skandhas), four noble truths and the eight-fold path) and Tripitakas: Vinayapitaka, Suttapitaka and Abhidhammapitaka
- *Self and consciousness*: Ti-Lakkhana three characteristics, Suffering, Impermanence and non-self, Nirvana and mindfulness.

Unit 4: Alternative Healing Techniques and Yoga Psychology

10 Hours

- Meaning and aims of Yoga, Patanjali's yoga sutra, Astanga yoga - stages of yoga, nadis and cakras, asanas, concept of Prana. Pranayama. Psychophysiological effects of asanas and pranayama Yoga therapy and Kundalini yoga.
- Yoga and stress. Yoga for treating different systemic disorder (eg. Digestive, circulatory etc.). Yoga for personality development and wellbeing
- Introduction to alternative healing techniques
- *Meditation* -Meditation as a therapeutic method. Different types of meditations (Vipasana, Zen, Transcendental Meditation and mindfulness meditation).
- *Healing prayers*:
 - Indian: Omkara and healing prayers
 - Buddhist chants:
 - Namō Tassa Bhagawato Arahato Samma Sam Buddha Sa
 - Nam myōhō renge kyo
- *Reiki and Acupressure*.
 - History of Reiki. Similarities and differences between Reiki and Pranic healing. How does Reiki work? Distance healing, Reiki symbols. Application of Reiki in different conditions.
 - Acupressure, Critical points, relief points. Acupressure for treating different conditions/ailments, and for maintaining health
 - Siddha, Naturopathy and Ayurveda

Unit 5: Applications:

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

References

Baginski B J and Sharaman S (1997). Reiki, Universal life energy. New Delhi. B Jain Publishers

Choa K S (1990). The ancient Science and out of pranic healing. Philippines. Health accessory for all.

Concepts and Theories (Vol. 1). New Delhi: Pearson.

Cornelissen, R. M.M., Misra, G., Varma, S. (2001). Foundation of Indian Psychology:

Cornelissen, R. M.M., Misra, G., Varma, S. (2001). Foundation of Indian Psychology:

Huss, C (1990). The Banyan Tree. Vol.III Action Research in Holistic Healing. Pune: Medical Mission sisters

Indian Psychology. New Delhi: Samvad Indian Foundation.

Iyengar, BKS (2001) Light on Pranayama. New Delhi. Harper Collins Pub. India.

Iyengar, BKS, (2002). Yoga the path to holistic. London, Dorling Kindersley Book.

Kuppuswamy B (2001). Elements of Ancient Indian Psychology. New Delhi. Konark Pub. (Reprint).

Misra, G. and Mohanty, A. K. (2001). Indigenous Perspectives in Psychology: Essay in

Pandit Usharbudh Arya (1981). Mantra and meditation. Himalayan International Institute of Yoga Science and Philosophy, USA.

Raghunath Safaya, (1976). Indian Psychology, MunshiramManoharlal Publishers Pvt. Ltd.

21Psy1.3 BIOPSYCHOLOGY

Learning Objectives: The paper would orient students about dynamics of brain behaviour complexity. The paper will focus on the relationship between physiology and psychology. Students will gain knowledge about various aspects of biopsychology.

Unit 1: Brain Behaviour and Nervous System

12 Hours

- Biopsychology- Nature and Scope. Evolution of human brain
- Methods of Studying Brain- Ablation, Recording and Simulation Methods, Neurochemical Methods.
- Nervous System- Structure, Functions, Divisions-Central and Peripheral Nervous System.
- Neurons- Structure, Types and Functions of neurons. Neuronal Conduction
- Neurotransmitters- Varieties and functions of neurotransmitters

Unit 2: Neuro Psychology

12 Hours

- Cerebral Asymmetry
- Endocrine System - Functions and Effects
- Neurological Disorders- Tumours, Seizures, Parkinson's Disease, Huntington's Disease Alzheimer's Disease, Multiple Sclerosis.
- Neurological Assessment and Testing.
- Structural and chemical correlates of attention, memory, language, intelligence related disorders.

Unit 3: Behaviour Genetics and Psychophysiology of affect and activation

12 Hours

- Behaviour Genetics- Nature and scope; Methods of study and Research Techniques.
- Chromosomal Functions and Aberrations
- Eugenics, Genetic Engineering.
- Structural and chemical correlates of Emotion and Motivation: Hunger, Thirst and Sex
- Biorhythms, States of Consciousness – Waking & sleep.

Unit 4: Psycho Pharmacology

12 Hours

- Basic Principles of Psycho Pharmacology-, Drug Effectiveness, Effects of repeated Administration, Placebo Effects.
- Routes of Drug Administration
- Classification of Psycho Active Drugs- antipsychotics, Antidepressants, Anxiolytics and Sedatives, mood Stabilizers, Stimulants, Sedatives/ Hypnotics, Miscellaneous Drugs.

- Adverse Effects of Psycho Active Drugs- Drug and Drug Interactions, Orthostatic Hypotension, Sexual Dysfunction and hyper Prolactinemia, Liver/Kidney Dysfunction.
- Ethical issues in Psycho Pharmacology.

Unit 5: Applications

12 Hours

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

References

Bryan Kolb, Ian Q Whishwa. (2006). An Introduction to Brain and Behaviour. 2nd Ed. Worth Publishers.

David M Buss. (2005). The Handbook of Evolutionary Psychology. John Wiley and Sons. Handbook of Biological Psychology. Sage Publications

<http://nursece4less.com/tests/materials/n075materials.pdf> <http://nursece4less.com/tests/materials/n075materials.pdf> - Classification, Effects.

<http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3031936/> - Principles of Psychopharmacology

James W. Kalat. (1995). Biological Psychology. 5th Ed. Brooks/Cole Publishing Company.

Meetu Khosla. (2017). Physiological Psychology- A Introduction. Sage Publications.

Neil R Carlson. (2005). Foundations of Physiological Psychology. 6th Edition. Pearson.

21Psy1.4: QUANTITATIVE RESEARCH METHODS AND PSYCHOMETRY

Learning Objectives: *The paper aims to educate the students about research in Social Sciences so as to enable them to carry out quantitative research effectively and efficiently and report the findings in an accepted APA format.*

Unit 1: Introduction to Research Methodology

07 Hours

- Research: Meaning, objectives and significance

- Research in Social Sciences: types and approaches
- Characteristics of Social Science research, validity and reliability in social science research and ethical issues.
- Stages of research process
- Research Problem:
 - Types, selection, characteristics and importance
 - Techniques of defining research problem

Unit 2: Variables and Data collection

07 Hours

- Probability and Normal distribution
- Meaning and types of variables, important approaches to manipulation of variables and techniques of controlling extraneous variables.
- Research Hypothesis: Definition, types, sources, functions and hypothesis testing, Type I and Type II errors.
- Data collection: Importance, selection criteria and precautions
 - Primary Data collection methods: Observation, interviews, questionnaires and schedules and Psychological tests
 - Secondary data collection methods: Case study and documentary data
- Sampling:
 - Meaning, need and fundamentals of sampling
 - Probability and Non-Probability sampling

Unit 3: Research Designs

14 Hours

- Meaning, purpose, principles and features of a good research design
- Nonexperimental Research Designs: Observation and cross sectional
- Experimental Designs
 - Principles and steps of Experimental designs
 - Between groups design: Randomized groups design, Matched group designs, Latin square and Factorial design
 - Within group design

- True experimental designs: After- Only with Control Design, Before-and-After with control design, Solomon Four group design
- Quasi experimental designs: Time series, Equivalent time sample, Non-equivalent control group, Separate sample pre-post-test, Patched-up design, Longitudinal design, Cross sectional design and Cohort design
- Ex Post Facto Design: Correlational Design and Criterion-group design
- Pre experimental designs: One shot case study, one group pre-post-test, static-group comparison
- Other designs: Exploratory designs, descriptive designs, Evaluation designs and Action research

Unit 4: Psychometry development in Psychology

12 Hours

- Types of Psychological test and their application
- Ethics of Psychological testing
- Levels of measurements
- Process of Psychometric development:
 - Item writing and item analysis
 - Guidelines for item writing and types of response formats
 - Item difficulty and Item discrimination
 - Item Validity and reliability
 - Item response theory and Classical test theory
 - Reliability and validity testing of tests
 - Standardisation and Norms

Unit 5: Applications

12 Hours

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

Reference

Anastasi, A., & Urbina, S. (1997). *Psychological testing*. Prentice Hall/Pearson Education.

Chadha, N. K. (2009). *Applied psychometry*. SAGE Publications India.

Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.

Mangal, S. K., & Mangal, S. (2013). *Research methodology in behavioural sciences*. PHI Learning Pvt. Ltd.

Panneerselvam, R. (2004). *Research Methodology*, PHI Learning Pvt. Ltd.,

Singh, A. K. (1986). *Tests, measurements and research methods in behavioural sciences*. Tata McGraw-Hill.

21Psy1.5: EXPERIMENTAL PSYCHOLOGY: PSYCHOPHYSICS, COGNITION, MEMORY AND LEARNING (Practical 1)

Learning Objective: *The objective of this paper is to introduce the students to the theoretical background of Psychophysics, their application in everyday life and testing them in laboratory conditions. This would include measurement, tabulation of results and analysis of the reports using suitable statistical tools. The second part of the paper deals with classical concepts of Cognition, learning and Memory and aims to enable the students carry out experiments and assess memory and cognition in their subjects.*

Topic	Number of Experiments
Psychophysics	4
Higher Cognitive functions	3
Learning	3
Memory	3

Reference

Fechner, G. T., Howes, D. H., & Boring, E. G. (1966). *Elements of psychophysics* (Vol. 1). New York: Holt, Rinehart and Winston.

Garrett, H. E. (1930). *Great experiments in psychology*.

Rajamanickam, M. (2004). *Experimental Psychology with Advanced Experiments (in 2 Vols.)*.
Concept Publishing Company.

21Psy1.6: COMPUTER APPLICATIONS IN PSYCHOLOGY (Practical 2)

Learning Objective: *The paper would orient students to apply MS Office and use it in APA style of writing and to analyse data and interpret it using SPSS.*

PART 1: MS Office

- **Word Processing: General features**
 - Creating a Word document, Text function, Insert function, charts, tables, formatting, line spacing and justification, page layout functions, converting word to PDF, exporting and importing data to and from MS Excel and MS PowerPoint and APA writing using MS Word
- **PowerPoint: General Features**
 - Creating PowerPoint Slides, Transition and Designs, merging files, Embedding images, charts, videos and hyperlinks and APA format in presentation
- **Spread Sheet: General features**
 - Entering Data, creating multiple sheets, sort, find replace functions, Auto fill functions and creating charts
 - Entering data of a psychological test and analysing data
 - Measures of central Tendency
 - Measures of variability
 - t Test
 - ANOVA: One-way and two-way
 - Correlation

PART 2: Data analysis using SPSS

- **Data Entry:** Variable view and computing data and importing data from MS EXCEL

- **Basic functions: Sorting** and selecting cases, computing variables, copying tables to MS Word and generating charts.
- **Interpreting and reporting in the APA format**
- **Descriptive statistics and normality testing**
- **Parametric Tests:**
 - *t* Test: One sample, Paired sample and Independent sample *t* Test
 - ANOVA: One way and Two-way ANOVA and Repeated Measures
 - MANOVA
 - Correlation
- **Non-Parametric Tests:**
 - Chi Square Test
 - Mann Whitney U Test
 - Median Test
 - Wilcoxon Test
 - Kruskal Wallis Test
 - Friedman Test
- **Predictive Analysis:** Linear Regression analysis
- **Data Reduction: Factor** Analysis

21Psy1.7: SOFT CORE: STATISTICS IN PSYCHOLOGY

Learning Objectives: As a science, study and research in Psychology involves analysis of data using statistical methods at various levels. This paper aims to enable the students to learn various data analysis methods in Psychology, apply it on data sets and learn to meaningfully interpret it.

Unit 1: Introduction to Statistics in Psychology

- Importance of Statistics in Psychology
- Introduction to basic concepts:
 - Measures of central tendency
 - Measures of variation (variance)
 - Measurement of Skewness and kurtosis

- Degrees of freedom, effect size, power of tests, confidence intervals, test static, critical value and critical region
- Probability of distribution: Area under probability curve using reference point, percentage rank and percentile rank and tests for best fit. ○ Binomial and Normal distribution
- Estimation of sampling

Unit 2: Tests for significance of difference between Means

- z test and t test: single sample, dependent and independent means
- f test and ANOVA one way
- Mann Whitney-U test
- Median Test
- Wilcoxon Signed and Composite Rank Test
- Kruskal Wallis Test

Unit 3: Correlation and Regression

- Karl Pearson's and Spearman's Rank Correlation
- Biserial and Point Biserial correlation
- Chi-Square Test for Goodness of Fit and Independence.
- Regression Analysis

Unit 4: Applications

12 Hours

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

Reference

Aron, A., & Aron, E. N. (1999). *Statistics for psychology*. Prentice-Hall, Inc.

Das, N. (2008). *Statistical Methods Vol 1 &2*. Tata McGraw Hill Education Private Limited.

Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.

Panneerselvam, R. (2004). *Research Methodology*, PHI Learning Pvt. Ltd.,

Singh, A. K. (1986). *Tests, measurements and research methods in behavioural sciences*. Tata McGraw-Hill.

M.Sc Psychology

II SEMESTER

21Psy2.1: PERSONALITY PSYCHOLOGY

Learning objective: *The primary objective of the study of psychology is to understand individual differences. Personality is one of the variables that accounts for individual differences in the manner in which people understand and react to the various life experiences. Understanding of personality is essential across the stages of development in shaping the personality for its optimal functioning.*

Unit 1 : Nature, Dimensions and measurement of personality 12 Hours

- Definition and Approaches to study personality, the trait approach to personality,
- Methods of personality assessment,
- Structural models of personality,
- The Five-Factor Model of personality traits.

Unit 2 : Personality in the social and cultural context 10 Hours

- The storied construction of personality,
- Personality and social support processes, Social pain and hurt feelings
- Personality in cross-cultural perspective, Culture and personality
- Personality and politics

Unit 3 : Personality in the educational context 10 Hours

- Personality development of students,
- Factors influencing personality development

Unit 4 : Personality in the work context and Personality and Criminal psychology 10

Hours

- Personality and personnel selection,
- Personality correlates of job performance

Crime and Personality, Personality Modification in the criminal justice system.

Unit 5: Applications

12 Hours

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

References:

Cambridge Handbook of Personality.

Personality Psychology. Domains of knowledge about Human Nature, Randy.J.Larsen,
DavidM Buss.2

21Psy2.2: COUNSELLING AND GUIDANCE

Learning Objective: *This theory paper aims at providing an overview of introducing the theoretical basis of counselling skills, interviewing techniques, counsellors' personal and professional issues and growth and ethical and legal issues from a multicultural perspective. Students would be equipped about the perspectives and practices in counselling, issues involved in counselling, skills for counselling, techniques in counselling, counselling process and interview. The paper highlights on the principles, theories.*

Unit 1: Introduction to Counselling & Guidance

10 Hours

- Meaning and Definition of guidance, counselling. Background and overview- Historical development and context.

- Counselling psychology in India-Research evaluation and current trends. Common factors and specific techniques. Meaning of scientific theory. An overview of theories and techniques.
- Basic Concepts- Types, Scope and Areas, Principles of Guidance and Counselling, counselling settings.
- Approaches to Counselling - Psychoanalytic and psychodynamic (Freud, Adler and Erikson); Behaviourist approach (Watson, Pavlov, Skinner,); Humanistic Approach (Maslow, Rogers)

Unit 2: Counsellor- Person & Professional.

12 Hours

- Counsellor and counsee: Meaning, responsibilities and roles.
- Characteristics of a counsellor-counsee relationship, training of counsellors, supervision, personal and professional characteristics, Qualities of helping relationship. Ethical issues, legal issues, relationship between law and counselling, consultation, professional development, competence, peer relations, licensing, legislation, counselling in diverse groups.
- Counselling Skills:
 - Eight Micro skills in Counselling: Attending Behaviour, Questioning, Responding, Noting and Reflecting, Client Observation, Confrontation, Focusing and Influencing
 - Other skills used in Counselling: Rapport, empathy, genogram, reflective skills, integrative skills, influencing skills, paraphrasing, summarizing, termination skills. Group counselling skills, supplementary skills.
 - Documentation skills: Contract, termination letter, verbatim, behaviour analysis and referral letters.

Unit 3: Counselling Process

10 Hours

- Introduction, stages of counselling, counselling relationship, variables affecting counselling process.
- Pre-counselling issues-Interview assessment, problem identification, defining and analysing a problem, goal setting, working.

- Variables affecting counselling process, contracting, informed consent, formulation, conceptualization, referrals, issues of confidentiality, verbatim recording and analysis, interpretation, termination and evaluation outcome.
- Counselling Interview: Introduction to Counselling Interview, on-verbal Communication & Interview, Interviewing Techniques in Counselling, Structuring the counselling relationship, Degree of Lead, Relationship Techniques, Sharing of experience Resistance.

Unit 4: Areas, types and trends in counselling

10 Hours

- Individual counselling and Group Counselling- Definitions of groups; characteristics of groups; goals of groups; and purpose of groups (Jacobs, Masson, & Harvill). Types of groups; differences between group guidance, group counselling and group psychotherapy (Jacobs, Masson, & Harvill). c. Ethical and professional issues in group counselling. Theories and Techniques of Individual and Group Counselling.
- Child and Adolescent Counselling, Process and techniques of child and adolescent counselling in education context, career counselling,
- Counselling at workplace, a vocational counselling,
- Marriage and Family counselling, parental counselling, social, health, personal, moral, psychological interventions,
- Geriatric counselling, Rehabilitation, grief counselling. Recent trends in counselling.

Unit 5: Applications

12 Hours

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

References

- Barki B.G. & Mukhyopadhyay.B., (2008). *Guidance and counselling. A Manual*.
- Butler, G. & Hope, T. (1997). *Managing your mind: The mental fitness guide*. Oxford University Press.

- Corey, G., Corey, M. S., & Callan, P. (2003). *Issues and ethics in the helping profession*. Pacific Grove, CA: Brooks/ Cole.
- Doyle, Robert, E. (1992). *Essential Skills and strategies in helping process*. California: Brooks/Cole.
- Green berg J and Baron R (1999). *Behaviour in organizations*, (5th ed). PHI New Delhi.
- Golden C.J., (1984). *Current Topics in Rehabilitation Psychology*.
- Ivey, A., Pedersen, P. B., & Ivey, M. B. (2001). *Intentional group counselling: A micro skills approach*. Belmont, CA: Wadsworth/ Thomson Learning.
- Jones, R. N. (2002). *Basic Counseling Skills*. London: Sage Publishers.
- Nayak A.K., (2007) *Guidance and counselling*. APH Publishing New Delhi.
- Rao, S. N. (1991). *Counseling and Guidance* (2 ed.). New Delhi: Tata Mc Graw Hill.

21Psy2.3: COGNITIVE PSYCHOLOGY

Learning Objectives: This course addresses specialized functions of humans. The present course is an attempt to discuss and understand the basic cognitive processes that guide human behavior. It focuses on the individual's thoughts as the determinate of emotions, behavior and personality. The course orients students to understand underlying foundations of cognitive psychology and mechanisms underlying higher cognitive processes.

Unit 1: Fundamentals in Cognitive Psychology

- Definition, Emergence of cognitive psychology
- Research methods and approaches in cognitive psychology
- Current areas of research in cognitive psychology
- Definition and Emergence of cognitive neuroscience. Scope of cognitive neuroscience
- Representation and processing of knowledge – Mental representation and mental procedure.
- Characteristics of human information processing.
- Models of word recognition.

Unit 2: Sensation, Perception, Attention and Consciousness

- Sensation and Perception: Structure and functions of the brain. Brain Plasticity. Sensory receptors and brain. The constancies. Pattern Recognition. Modularity. Imagery: Characteristics of mental images. Cognitive Maps.
- Identification and classification: Object recognition. Recognizing faces. Concepts and categories.
- Attention and information processing: Nature and types. Theories of attention and information processing. Neuropsychological studies of attention.
- Consciousness and its function; Theories of consciousness; Disruptions in consciousness

Unit 3: Memory and Language

- Intelligence: Definition and Theories of Intelligence, Intelligence and neuroscience. Computer Simulation. Artificial Intelligence and Robotics.
- Cognitive Learning: Definition, Types. Theories.
- Memory: Types of Memory. Theories of memory. Memory distortions. Forgetting and theories of forgetting. Mnemonics and Memory skills. Schemas.
- Language: Structure of Language. Stages in Language development. Language Comprehension and Production, Psycholinguistics. Bilingualism and Multilingualism. Learning Disability.

Unit 4: Thinking, Reasoning, Problem Solving and Creativity

- Thinking: Cognition, Concept formation. Problem solving classic problems and general methods of solution. Blocks to problem solving.
- Reasoning: types of reasoning. Patterns of reasoning performance. Three approaches to study reasoning.
- Judgment: basing judgment on memory, basing judgment on similarity, basing judgment on initial estimates. Biased evaluation of our judgments.
- Making decisions: Basic concepts of probability. Utility models of decision making. Improving decision making. Creativity.

Unit 5: Applications

12 Hours

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

References

- Catling J, Ling J & Upton D. (2011). Cognitive Psychology. Prentice Hall. Pearson.
- Galotti K M. (2012). Cognitive psychology in and out of the laboratory. Cengage Learning.
- Glass A L & Holyoak K J. Cognition. (1986). McGraw-Hill Book Company.
- Matlin. M W (2012) Cognition. Wiley John and Sons.
- Reed. S K. (1998). Cognition: theory and application. California: Brooks/Cole Pub. Company
- Riegler B R, & Riegler G R. (2008) Cognitive Psychology Applying the science of the mind. Pearson.
- Sternberg R J. & Sternberg Karin (2012) Cognitive Psychology. 6th ed. Woodsworth. Cengage Learning

21Psy2.4: QUALITATIVE RESEARCH METHODS

Learning Objective: This paper provides students with a critical understanding of qualitative research methods in Psychology. The focus of this paper is also to use qualitative methods in conjunction with quantitative methods and independently. The hands-on experiences will help the students to design qualitative studies and the importance of qualitative research in Psychology.

Unit 1: Nature of Qualitative Research

12 Hours

- Historical perspective, characteristics, and comparison with quantitative research
- Key philosophical and methodological issues in qualitative research
- Application of qualitative research methodology to research in Psychology
- Ethical Considerations in Qualitative Research
- Choosing the right approach in qualitative research

Unit 2: Paradigms and theoretical positions in Qualitative Research

12 Hours

- The Paradigm of Qualitative research methods: Verstehen, Constructivism, Critical theory.
- Theoretical Positions underlying Qualitative Research: Symbolic Interactionism and Ethnomethodology
- Cultural Framing of social and Subjective reality: Structuralistic Models ; Positivism and Constructionism

Unit 3: Strategies of inquiry

12 Hours

- Research question
- Qualitative research Design
- Sampling and Instrumentation
- Reliability and Validity in Qualitative research
- Ethnography
- Grounded theory
- Co-operative enquiry: Action research practice
- Triangulation in Qualitative research
- Mixed methods in Qualitative research

Unit 4: Qualitative Research Methods

12 Hours

- Observational methods, Interviewing, Dairy and Narrative Methods, case history method, life history method and content analysis
- Focus groups, Thematic analysis, Interpretative Phenomenological Analysis (IPA), discourse analysis
- Reporting qualitative research data
- Computer application in Qualitative research
- Ethical issues in Analysis

Unit 5: Applications

12 Hours

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

References:

Denzin, N. K., & Lincoln, Y. S. (1994). Introduction: Entering the field of qualitative research. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of Qualitative Research*. Thousand oaks, Califf: Sage Publications.

Denzin, N. K., & Lincoln, Y. S. (2003). Introduction: The discipline and practice of qualitative research. In N.K. Denzin & Y.S. Lincoln (Eds.), *Strategies of Qualitative Inquiry*. Thousand oaks: Sage Publications.

Fife-Schaw, C., Breakwell, G. M., & Hammond, S. (Eds.). (1995). *Research methods in psychology*. Sage.

Flick, U. (2014). *An introduction to qualitative research*. Sage.

Smith, J. A. (Ed.). (2015). *Qualitative psychology: A practical guide to research methods*. Sage.

Travers, M. (2001). *Qualitative Research Through Case Studies*. London: Sage Publications.

21Psy2.5- PSYCHOLOGICAL ASSESSMENTS AND LIFE SKILLS TRAINING

Psychological Assessments:

Learning Outcome: *Students would learn about different tools to be used for specific concerns. Paper will give knowledge about the administration, scoring and interpretation of various tools available. This would help students in utilizing these skills in future career in the field of assessment and research.*

Format:

Heading	No. of Experiments
Assessment of Cognitive Abilities	02

Assessment of Personality	02
Assessment of Diagnostic Tools	02
Intervention Strategies	Ex: Family Focused Psychological Interventions Dialectic Approach Modelling Token Economy

Guidelines: Life Skills Training:

Learning Outcome: Life skills are important for effective functioning. Life skills include critical and creative thinking, decision making, effective communication, healthy relationships and maintaining mental health.

Format:

Life Skills Training can be executed in Three Phases.

Phase I: Pre-Training:

- Topics should be selected.
- Developing module based on the topics selected.
- Participant group should be specified.
- Prepare Personal Data Sheet.
- Identifying Institution/Organization to conduct training program.
- Consent should be taken from the Institution/Organization.
- Arrange for materials required to conduct training program.

Phase II: Training:

- The module should be of Maximum Three Sessions.
- Time limit: Min. 30 for minutes each session.
- Follow the guidelines given to execute the training program (Appendix I & II).

- After completion of sessions suggestions/feedback/opinions/comments should be taken from each participant.

Phase III: Post Training:

- A detailed report should be written about the training program.
- Guidelines given should be followed to write the report (Appendix III).
- Thematic and content analysis method should be used to analyse the content given by participants.

21Psy2.6: PROJECT: PSYCHOMETRIC TOOL DEVELOPMENT

Learning Objectives: *The students are expected to demonstrate and apply the theoretical aspects of Psychometry and develop a Psychometric tool based on a substantial sample size. The project would be a group endeavour and students are expected to develop the tool, mention its uses, collect sizable data run psychometric analysis on the tool, check the tool for validity and reliability and develop reference group norms for the same .*

General Guidelines:

- Group project with not less than 3 students and a maximum of 10 students supervised by batch teacher
- Title, purpose, and sample limitations to be clearly mentioned.
- Areas to be covered:
 - Review of literature on the variable being measured and nature of the scale and Methodology followed in the test construction and analysis used
 - Types of measurement used, Type of psychological test category and Variables, nature and type of variable being measured
 - Nature of response and scale, Psychometric analysis and Norm development
 - Use and application of the test
- Steps to be followed
 - Item writing, Item difficulty and item discrimination
 - Item validity and item analysis
 - Reliability and validity testing of the tool and Scoring pattern and Norm Development

- Evaluation: Report evaluation, presentation and Viva Voce

Reference

Anastasi, A., & Urbina, S. (1997). *Psychological testing*. Prentice Hall/Pearson Education.

Chadha, N. K. (2009). *Applied psychometry*. SAGE Publications India.

Singh, A. K. (1986). *Tests, measurements and research methods in behavioural sciences*. Tata McGraw-Hill.

21psy2.7: SOFT CORE: THEORIES OF LEARNING

Learning objective: Learning and motivation are essential for adjustment to one's life. Knowledge of principles and theories of learning and motivation for a psychologist is essential in bringing about desirable changes in his/her clients. Hence, this paper throws light on application of learning and motivation theories in the human context.

Unit 1 : Introduction:

Nature of Learning Theories, Need for a theory, Variables, Laws of learning, Problems and issues, determinants of learning, applications of learning research.

Unit 2 : S-R Theories and Cognitive Theories

S-R theories: Pavlov, Guthrie, Thorndike, Harlow, Skinner, Current status of research and applications.

Cognitive Theories: Tolman,

Unit 3 : Drive Reduction Theories and Gestalt Theories

Drive Reduction Theories: Hull, Mowrer, Spence, Miller. Current status of research and applications.

Gestalt theories: Kohler, Koffka, Current status of research and applications.

Unit 4: Applications

12 Hours

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

References:

Contemporary Theories of Learning- Learning theorists ...in their own words Edited by Knud Illeris, routledge

Accelerated learning handbook Dave Meier 2000 McGrawHill

Introduction to theories of learning Sahakian

Theories of learning Herganhan 9 th Edition Pearson Prentice Hall

Theories of learning Hilgard and Bower 5 th Edition

Educational Psychology books.

SURANA COLLEGE (Autonomous)

M.Sc Psychology

III SEMESTER

21PSY3.1: POSITIVE PSYCHOLOGY

Learning Objectives: *This course focuses on Positive Psychology which is a relatively new branch of Psychology that aims to understand, ascertain and endorse the factors that allow individuals and communities to flourish. It introduces the students to the essential aspects of Positive Psychology. It will facilitate one's understanding of positive aspects of human behaviour.*

Unit 1: Positive Psychology: An introduction

10 Hours

- Introduction, historical background, and scope of Positive Psychology
- Western and Eastern views on Positive Psychology
- Research methods in Positive Psychology; Recent trends and directions in Positive Psychology
- PERMA model in Positive Psychology; The broaden and build theory of positive emotions

Unit 2: Positivity and its components

12 Hours

- *Happiness:* Factors Affecting happiness. Gender differences in happiness. Happiness across cultures; Happiness in Indian culture
- *Well-being:* Two traditions of Well-being – the hedonic and eudaimonia wellbeing. Elements of wellbeing (Psychological, Social & Emotional); well-being in Indian culture
- *Resilience* – definitions, resiliency skills and factors; resilience in Indian culture
- Mindfulness and flow, Gratitude and Forgiveness. Empathy and Altruism, Hope and optimism

Unit 3: Close relationships and Self related Concepts

10 Hours

- *Close relationships:* Characteristics
- *Love:* Varieties of love. Theories of love

- Self-efficacy and Self-determination (Theories)
- Self-regulation and Self-control (The value of self-control, personal goals, and self regulation, Control theory, self-discrepancy theory)

Unit 4: Religion and Spirituality

10 Hours

- *Religion: Rituals and Prayer. Religion and Mental illness. Religion and Psychotherapy.*
- *Spirituality: Self-Transcendence & Spirituality. Spirituality and Health*
- Role of religion and spirituality to maintain subjective well-being, A special focus to
- Indian spirituality and wellbeing
- *Character strengths and virtues: Classification of Strength. Positive psychology approaches to virtues. Virtues and Work. Virtues in the Indian Culture*

Unit 5: Applications

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

References:

- Baumgardner S & Crothers M. (2015). Positive Psychology. Pearson Education.
- Compton C William. (2005). An introduction to Positive Psychology. Australia; Belmont, CA: Thomson/Wadsworth.
- Compton, & Hoffman. (2019) Positive Psychology - The Science of Happiness and Flourishing
- Lopez & Snyder. (2011). The Oxford Handbook of Positive Psychology. New York. Oxford University Press.
- Lopez J Shane. (2009). The Encyclopaedia of Positive Psychology. Wiley – Blackwell Publishing Ltd.
- Lopez, S J., Pedrotti, J T., & Snyder, C R. (2018). Positive Psychology: The Scientific and Practical Explorations of Human Strengths, California: Sage Publications.
- Peterson, C. (2006). A Primer in Positive Psychology. New York, Oxford University Press.
- Snyder C R, Lopez J Shane, & Pedrotti Jennifer Teramoto. (2011). Positive Psychology: The scientific and Practical Explorations of Human Strengths. India, Sage Publications.

SPECIALISATION A: CLINICAL PSYCHOLOGY

21PSY3.2 A CLINICAL PSYCHOLOGY AND ASSESSMENTS

Learning Objectives: *This paper aims to give a broad idea of the field of clinical psychology and to familiarize the student with techniques used in collecting information about client and some tests available, with specific reference to clinical assessment. Certain professional issues such as behavioural assessments, training, research and ethical stands are also included.*

Unit 1: Introduction to Clinical Assessments **10 Hours**

Nature, Scope, role, history, Professional issues, and current trends in Clinical Psychology in India; Scientist practitioner model

Components of assessment: Planning, data gathering, analysis (qualitative, quantitative), interpretation, reporting. Factors influencing assessment.

Psychological report – purpose, nature, style, common errors; Referral sources

Unit 2: Techniques of assessment **10 Hours**

Nature, techniques, merits and demerits of case study. Clinical interview. Observation. Behavioral assessment. Nature and diagnostic use of psychological tests.

Different types of tests in clinical practice – Interest, aptitude, personality, interpersonal, behavior. Controversial issues in assessment.

Unit 3: Clinical assessment of children **10 Hours**

Assessment of intelligence in infants and children – nature, general procedures and issues, Developmental schedules. Drawing as a technique for assessment.

Children with special needs – learning disability, mental retardation, brain damage, neurodevelopmental disorders – ADHD, Autism.

Unit 4: Clinical assessments of adults **12 Hours**

Intelligence: Nature of intelligence testing. Types and uses of intelligence tests. Levels of interpretation. *Illustrative tests* : Stanford Binet and Wechsler scales. Group tests of intelligence. Controversial issues in use of intelligence tests.

Personality : Nature of Personality testing. Types and uses of personality tests. *Illustrative tests* : Thematic apperception test and MMPI. Ethical and cultural issues in clinical personality testing.

Unit 5: Applications

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

References:

- Bellack A, S., & Hersen , M (1980) Introduction to clinical psychology. Oxford: Oxford university press. New York: John Wiley & Son
- Bernstein, D A & Nietzel, M T. (1980), Introduction to clinical psychology. New York: McGraw Hill
- Carson, R C. Pincka, S., & Butcher, I N. (1999). Abnormal psychology and modern life. 11th ed. New York: Addison Wesley Longman Inc.
- Choca, J P (1986) Manual for clinical psychology trainees. New York: Brunner Mazel
- Gilbert I (1980) Interpreting Psychological Test Data. Vol I & II. New York: Van Vorstrand Co,
- Goldstein, G & Hersen, M. (1984) Handbook of Psychological Assessment. New York: Pergamon Press.
- Hersen, M., Kazdin, A E., & Bellack A S (1983) The clinical psychology handbook. New York: Pergamon Press.
- Hunt S W., Clarkin J F., & Reznikofi; M. (1991) Psychological assessment, diagnosis and treatment planning. 1st ed. New York: Brunner Maze
- Korchin S J (1986) Modern Clinical Psychology. CBS Publishers and Distributors
- Sacuzzo D P & Kaplan, R M (1984) Clinical Psychology. Boston; Allyn & Bacon Inc
- Sattler, J M. (1986) Assessment of children. 3 RD San Diego; Jerome M Settler Publisher
- Walker, C E (1991) Ed. Clinical Psychology. New York: Plenum Press
- Wolman, B B (1965) (ed) Handbook of clinical psychology. New York: McGraw Hill

21PSY3.3 A DEVELOPMENTAL PSYCHOPATHOLOGY

Learning Objectives: *Understanding the nuances of psychopathology across childhood.*

Unit 1: Introduction to Developmental Psychopathology

12 Hours

- Models of child psychopathology
- Development and Expression of psychopathology
- DSM criteria of child psychopathology
- Assessment, Diagnosis and Treatment strategies
- Research on child Psychopathology
- *Special Areas:* pathological aspects of Day care, foster care and adoption; Physical abuse, Sexual abuse and Neglect of the child; Identity problem and Borderline disorders in adolescence.

Unit 2: Developmental disorders diagnosed first in infancy, childhood, and adolescence 10 Hours

- *Developmental disorders:* Mental retardation; Learning disorders
- *Motor skills disorder:* Developmental Coordination disorder
- *Communication disorders:* Expressive language disorder; Mixed Receptive-Expressive language Disorder; Phonological disorder; Stuttering
- *Pervasive Developmental Disorders:* Autistic disorder; Rett's disorder; Childhood Disintegrative disorder, Asperger's disorder

Unit 3

10 Hours

- *Attention-Deficit and Disruptive Behaviour Disorders:* Attention-Deficit/Hyperactivity Disorder; Conduct disorder; Oppositional Deviant Disorder;
- *Feeding and Eating Disorders of Infancy or Early Childhood:* Pica; Rumination Disorder; Feeding Disorder of Infancy or Early Childhood. Anorexia nervosa, bulimia nervosa. Body dysmorphic disorder

- Schizophrenia

Unit 4

10 Hours

- ***Tic Disorders:*** Tourette's disorder; Chronic Motor or Vocal Tic Disorder, Transient Tic Disorder.
- ***Elimination disorders:*** Encopresis, Enuresis,
- Mood disorders; Suicide
- ***Other disorders of Infancy, childhood, and adolescence:*** Separation Anxiety disorder, Selective mutism, Reactive Attachment Disorder of Infancy or Early childhood; Stereotypic Movement Disorder

Unit 5: Applications

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

References:

- American Psychiatric Association (2000). *Diagnostic and Statistical Manual of Mental Disorders: -IV-TR*. Washington, DC: APA Press.
- Mash, E.J. & Wolfe, D.A. (2007). *Abnormal Child Psychology* (4th edition).
- Achenbach, Thomas, M. (1982). *Developmental Psychopathology*. 3rd ed. New York: Wiley. John B Sons, Inc
- Heward W L (1996). *Exceptional children*. 5th Ed. Ohio: Prentice Hall
- Kaplan, H.I. & Sadock, M.D. (1995). *Comprehensive Textbook of Psychiatry*/VI (Vol I & II, 6th Ed) (edited) .Baltimore: Williams & Wilkins.
- Mask E. & Wolfe, D. A, (1998), *Abnormal Child Psychology*, New York;
- Addison, Wesley Reinchmidt, Helmut & Schmidt, Martin.H.(1992).*Developmental psychopathology*. New York: Hogrefe& Huber Publishers
- Wenar, Charles. (1994). *Developmental Psychopathology from Infancy through Adolescence*. McGraw-Hill -International Ed
- Wiener J M (1999) (Ed) *Textbook of Child and Adolescent Psychiatry*. American Psychiatric Press.

21PSY3.5 A CLINICAL COGNITIVE ASSESSMENT

1. Assessment of attention - Knox cube imitation test
2. Assessment of memory - Wechsler memory scale III
3. Assessment of memory - PGI memory scale
4. Assessment of nonverbal intelligence – Advanced/standard progressive matrices
5. Assessment of verbal intelligence - Jalota's general mental ability test
6. Assessment of visual memory – Benton's Visual retention test
7. Assessment of planning ability - Tower of London
8. Assessment of neuropsychological functioning – NIMHANS battery
9. Assessment of intelligence – Seguin Form Board
10. Assessment of intelligence –WISC (performance only)
11. Assessment of intelligence – Draw a man test
12. Screening for learning disability – NIMHANS index for SLD
13. Assessment of intelligence – Bender gestalt Test:2

Note : Any 10 assessments to be conducted

Case History

- Case history and mental status examination for adults
- Case history and mental status examination for children

Demonstration

- Intelligence tests – WAIS
- Intelligence tests – Binet Kamat Test
- Assessment for organic brain damage – Bender Gestalt test
- Assessment for concept formation – Haufmann Kaufman

21PSY3.6 A CLINICAL PERSONALITY ASSESSMENT AND INTERVENTIONS

1. Assessment of personality – Raven’s controlled projective test
2. Assessment of personality traits – Catell’s 16 PF questionnaire
3. Assessment of personality – NEO Five factors inventory
4. Screening – MMPI II
5. Screening – GHQ 28
6. Screening – IPAT Anxiety scale
7. Screening – BDI II
8. Screening – Brief psychiatric rating scale
9. Assessment of personality – Rorschach Inkblot Test
10. Assessment of interpersonal relationships – TAT
11. Assessment of interpersonal relationships – Sacks Sentence Completion Test
12. Assessment of Personality Children’s apperception test

Interventions

- Systematic desensitization – JPMR
- Modeling
- Extinction

Demonstration

- Developmental screening test
- Vineland social maturity scale

SPECIALISATION C INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

21PSY3.2 C ORGANIZATIONAL BEHAVIOUR I - A MICRO PERSPECTIVE

Learning Objectives: *Organisational behaviour is one of the branches of psychology with an objective of understanding people at work place. The factors related to individual differences like perception, learning, personality, motivation, etc., would contribute to satisfaction and effectiveness at both individual and organisational level. The dynamics of these factors are introduced to the students through this paper.*

Unit 1: Introduction to organizational behaviour

12 hours

- Nature of organizational behaviour, importance and fundamental assumptions. Historical background, OB to Globalization and Diversity. OB to Technology. OB to people's Changing Expectations.
- *Organizational Justice:* Nature and Strategies. Ethical Behaviour in Organizations: Nature, Meaning. Individual Differences in Cognitive Moral Development, Situational Determinants of Unethical Behaviour, corporate ethics programmes. Beyond Ethics: corporate Social Responsibility.

Unit 2: Perception and learning

10 hours

- Social Perception and Social Identity. Attribution Process. Perceptual Biases: Systematic Errors, Stereotyping. Perceiving others: Organizational Applications- Performance appraisal.
- *Learning:* Operational Conditioning- Learning through Rewards and Punishments. Training-varieties of training, principles of learning. Organizational behaviour Management.

Unit 3: Individual differences: personality, skills and abilities, stress

10 hours

- *Personality:* Nature and Measurement. Big Five dimension. Work related aspects of Personality- Achievement motivation.
- *Abilities And Skills:* Intelligence, physical abilities, social skills.
- *Stress:* Nature, Stressors in organizations, Cognitive appraisal, Bodily responses. Causes and Effects of stress. Reducing Stress.

Unit 4: Work - related attitudes: prejudice, job satisfaction and organizational commitment

10 hours

- *Attitudes*: Nature and Definitions, essential components.
- *Prejudice And Discrimination*: Meaning Stereotypes, strategies to overcome workplace prejudice.
- *Job Satisfaction*: Nature and Theories. Consequences of Job Satisfaction, Reduction of job dissatisfaction. Motivation, Personality values, ethics, Emotions and moods.
- *Organizational Commitment*: Attitude towards Companies, varieties of organizational commitment.

Unit 5: Applications

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

References:

- Akshya Kumar (1997). Organizational design and structure. Commonwealth Publishers New Delhi.
- Dharani P. Sinha. T (1998). Group Team Building and Organizational Development. Indian Society for Applied Behavioural Science; Delhi.
- Fred Luthans: Organisational Behaviour. 12th ed. McGraw-Hill International ed.
- Green berg J and Baron R(1999). Behaviour in organizations, PHI New Delhi. 56 ed .
- Jerald Greenberg and Robert A. Baron: Behaviour in Organisations. 9th ed. PHI Learning Pvt Ltd. ND 2009
- Jerald Greenberg: Behaviour in Organisations. 10th ed. PHI Learning Pvt Ltd. ND 2012
- Luthans. F (1998).Organizational Behaviour, Bed Irwin Me Graw Hill.
- Robins S (I 996).Organizational behaviour. PHI. New Delhi. 7ed Miner J B. (1992). Industrial organizational psychology. McGraw]-Till. Inc
- Stephen P. Robbins: Organisational Behaviour: Concepts, Controversies, Applications.PHI

21PSY3.3 C ORGANIZATIONAL BEHAVIOUR II - A MACRO PERSPECTIVE

Learning objective: *The paper emphasizes on understanding the interpersonal dynamics at the workplace contributing to organizational performance and effectiveness.*

Unit 1: Communication in organization 12hours

• Nature of communication. Process, Purpose and levels of organizational communication. Verbal and non-verbal communication. • Computer mediated communication, formal and informal communication. Individual differences in communication. • Improving communication

Unit – 2: Decision making 10hours

• Meaning and Model of Decision -making process, Organizational decisions, factors affecting Decisions in organizations. • Individual decisions – imperfect nature of individual decisions. • Group decisions: techniques for improving effectiveness of decisions.

Unit 3: Leadership 10hours

• Nature and characteristics. Trait approach, Leadership behaviour. • Contingency theories- LPC theory, situational and path-goal theory. • Leadership development.

Unit 4: Organizational culture, structure and design 10hours

Nature and characteristics. Creating, Transmitting and changing organizational culture.

- Basic dimensions of organizational structure. Departmentalization.
- Organizational designs. Inter-organizational designs.
- Understanding work teams groups and teams, types of teams, team building, high performance teams importance of interpersonal skills • Organizational Change and Development

Unit 5: Applications

Pick any topic from the 4 units above and prepare your own module including syllabus, practical applications as relevant to the current world. The Internal Assessment (IA) II will be based on this work as designed by you.

References:

Jerald Greenberg: Behaviour in Organisations. 10th ed. PHI Learning Pvt Ltd. ND 2012

Jerald Greenberg and Robert A. Baron: Behaviour in Organisations. 9th ed. PHI Learning Pvt Ltd. ND 2009

Fred Luthans: Organisational Behaviour. 12th ed. McGraw-Hill International ed.

Stephen P. Robbins: Organisational Behaviour: Concepts, Controversies, Applications. PHI

21PSY3.5 C ASSESSMENT AND INTERVENTION IN ORGANIZATIONS

Administration-Intelligence test

1. Assessment of intelligence using the Raven's Standard Progressive Matrices
2. Assessment of intelligence using Cattell's Culture Fair Test' Tian
3. Assessment of Performance Quotient using WAPIS
4. Assessment of verbal, intelligence using the General mental Ability Test
5. Assessment of aptitudes using the Differential Aptitude Test
6. Assessment of mechanical comprehension using the Mechanical Comprehension Test
Aptitude
7. Administration of Scientific Knowledge and Aptitude test.
8. Assessment of clerical aptitude using the Minnesota Clerical aptitude test
- 9.. Administration of the stenographic Aptitude Test
10. Administration of the General aptitude test battery
11. Administration of the Minnesota paper form boards

Screening and Assessment

1. Assessment of Job stress
2. Assessment of Burn out
3. Assessment of job satisfaction
4. Performance evaluation/how to supervise
5. Selection interviews
6. Performance appraisal
7. Assessing work motivation
8. Assessing values : Organisational Citizenship scale
9. Type A Behaviour
10. Assessment of Quality Work Life

Demonstration

1. Collins and Dreyer battery of intelligence test
2. Army Alpha and Beta
3. Otis scale

4. Assessment of Manual Dexterities: Turning and placing: Steadiness :tester: eye-hand -;
coordination: Tweezer and finger dexterity: Two hand coordination: Purdue pegboard:
Hand tool dexterity

Job analysis:

1. Job Analysis -Semi skilled job
2. Job Analysis -Skilled job
3. Job Analysis - Professional job

21PSY3.6 C ASSESSMENT OF PERSONALITY AND INTERESTS

1. Assessment of personality traits using the 16 PF questionnaire
2. Assessment of personality dimensions using Eysenek's Personality Inventory
3. Assessment of personality using the Kundu's Neurotic Personality Inventory
4. Assessment of adjustment using Bell's Adjustment Inventory
5. Assessment of personality using Cornell's Medical Index
6. Administration of FIRO-B to assess Interpersonal Relationships
7. Assessment of personality using EPPS
8. Administration of the Motivational Analysis test
9. Assessment of interest using Chatterji's non language preference record
10. Administration of Thurston's interest schedule -
11. Administration of Strong's Vocational Interest Blank
12. Administration of Neo-5 factors of personality

Case studies

- Communication
- Motivation
- Interpersonal relation
- Leadership

Management Games

- Johari Window
- Fish bowl
- Role play: Encounter storming Stroking
- Group Discussion: Win as much as you can (co-operative V/S competitive behaviour)

Areas

- Assertiveness
- Stress management
- Time management
- Conflict resolution
- Decision making
- Communication.

Name of the Programme: Bachelor of Business Administration

Course Code: BBA 1.1

Name of the Course: Business Management & Innovation

Course Credits	No. of Hours per week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classroom lecture, tutorials, Group discussion, Seminar, Case studies, fieldwork etc.,		
Course Outcomes: On successful completion of the course, the students will be able to <ul style="list-style-type: none">● Enhance their knowledge and skills which are essential for success in management careers.● Understand the concepts related to Business Management.● Adapt to the changing opportunities.● Understand the role of Artificial Intelligence in Business Decisions.		
Syllabus		
Module No. 1: MANAGEMENT-AN OVERVIEW		(10 Hrs)
Meaning of Management- Need, Features, Scope of Management- Levels of Management-Functions of Management-Principles of Management- Functional Managerial skills- Meaning of Social responsibility- Responsibility of Business towards stakeholders, Business Ethics-Meaning-Importance.		
Module No. 2: PLANNING		(12 Hrs)
Meaning, Definition-Importance-Benefits-Limitations-Types of Plans. Decision Making-Steps in decision making- Administrative problems in decision making-Organizational Design-Meaning-Traditional & Modern organization structures. Departmentation-meaning-MBO-MBE.		
Module No. 3: DIRECTING		(12 Hrs)
Meaning, Definition of Directing-Leadership-Theories of leadership-Types of leadership style-UVCA [Volatility, Uncertainty, Complexity, and Ambiguity] Motivation-Importance- Theories of Motivation-Co-Ordination-Meaning-Difference between Co-ordination & Co-operation-Need for Co-ordination & Difficulties in co-ordination.		
Module No. 4: CONTROLLING		(12 Hrs)
Meaning-Definition of Control-Need for control-Essential of effective control procedure-Factors determining good control-Techniques of Controlling- Budgetary Control-Meaning-Essentials of Budgetary Control-Classification of Budgets-Non-Budgetary control devices -Break even analysis-CPM-PERT-Quality Control-Standard Costing-Cost Control, Zero-base budgeting (Concepts only)		

Module No. 5: CREATIVITY & INNOVATION**(10 Hrs.)**

Meaning and Definition Creativity- Characteristics-factors affecting creativity-Importance of creativity in entrepreneurship-Innovation. -Meaning Definition-Phases in innovation-importance of innovation-types of innovators-Difference between creativity & innovation-Barriers to creativity & innovation-Measures to overcome Barriers.

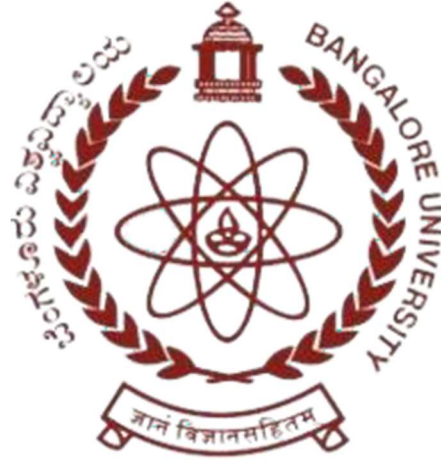
Skill Developments Activities:

- Two cases on the above syllabus should be analyzed by the teacher in the classroom and the same need to be recorded by the student in the Skill Development Book.
- List out recent changes in management structure.
- Draft chart on functions of Management
- Any other activities, which are relevant to the course

Reference Books:

- Stephen P. Robbins, Management, Pearson
- Koontz and O' Donnell, Management, McGraw Hill.
- Appanniah and Reddy, Management, HPH.
- P C Tripathi and P N Reddy, Principles of Management, Tata-McGraw-Hill
- M Kumar and R Mittal, Principles of Management, Anmol Publications
- Appannaiah and Reddy, Management, Himalaya Publishing House.

Note: Latest edition of textbooks and reference Books may be use



BANGALORE UNIVERSITY

Jnanabharathi Campus, Bangalore University, Bengaluru - 560056
www.bangaloreuniversity.ac.in

(According to NEP – 2020 Regulations)
SYLLABUS & REGULATIONS

OF

Bachelor of Business Administration
(BBA)

III & IV Semester

2021-22 Onwards

DEPARTMENT OF COMMERCE

Jnanabharathi Campus, Bangalore University, Bengaluru - 560056
www.bangaloreuniversity.ac.in

SEMESTER III

Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
1	Lang.1.1	Language - I	AECC	3+1+0	60	40	100	3
2	Lang.1.2	Language – II	AECC	3+1+0	60	40	100	3
3	BBA.3.1	Elements of Cost Accounting	DSC	3+0+2	60	40	100	4
4	BBA.3.2	Organisational Behaviour	DSC	4+0+0	60	40	100	4
5	BBA.3.3	Business Statistics	DSC	3+0+2	60	40	100	4
6	BBA.3.4	Artificial Intelligence	SEC	2+0+0	30	20	50	2
7	BBA.3.5	Sports	SEC-SB	0+0+2	-	25	25	1
8	BBA.3.5	NCC/NSS/others (if any)	SEC-VB	0+0+2	-	25	25	1
9	BBA.3.6.1 BBA.3.6.2	Rural Marketing OR Social Media Marketing	OEC	3+0+0	60	40	100	3
Sub –Total (D)					390	310	700	25

SEMESTER IV

Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
1	Lang.1.1	Language - I	AECC	3+1+0	60	40	100	3
2	Lang.1.2	Language – II	AECC	3+1+0	60	40	100	3
3	BBA.4.1	Management Accounting	DSC	3+0+2	60	40	100	4
4	BBA.4.2.1 BBA.4.2.2	Business Analytics OR Indian Financial System	DSC	4+0+0	60	40	100	4
5	BBA.4.3	Financial Management	DSC	3+0+2	60	40	100	4
6	BBA.4.4	Constitution of India	AECC	2+0+0	30	20	50	2
7	BBA.4.5	Sports	SEC-SB	0+0+2	-	25	25	1
8	BBA.4.6	NCC/NSS/others (if any)	SEC-VB	0+0+2	-	25	25	1
9	BBA.4.7.1 BBA.4.7.2	Business Leadership Skills OR Personal Wealth Management	OEC	3+0+0	60	40	100	3
Sub –Total (D)					390	310	700	25

Notes:

- **One Hour of Lecture is equal to 1 Credit.**
- **One Hour of Tutorial is equal to 1 Credit (Except Languages).**
- **Two Hours of Practical is equal to 1 Credit**

Acronyms Expanded

- **AECC** : **Ability Enhancement Compulsory Course**
- **DSC ©** : **Discipline Specific Core (Course)**
- **SEC-SB/VB** : **Skill Enhancement Course-Skill Based/Value Based**
- **OEC** : **Open Elective Course**
- **DSE** : **Discipline Specific Elective**
- **SEE** : **Semester End Examination**
- **CIE** : **Continuous Internal Evaluation**
- **L+T+P** : **Lecture+ Tutorial+ Practical(s)**

Note: Practical Classes may be conducted in the Business Lab or in Computer Lab or in Class room depending on the requirement. One batch of students should not exceed half (i.e., 30 or less than 30 students) of the number of students in each class/section. 2 Hours of Practical Class is equal to 1 Hour of Teaching, however, whenever it is conducted for the entire class (i.e., more than 30 students) 2 Hours of Practical Class is equal to 2 Hours of Teaching.

Name of the Programme: Bachelor of Business Administration (BBA)

Course Code: BBA 3.1

Name of the Course: Elements of Cost Accounting

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	3+0+2 Hrs.	56 Hrs.
Pedagogy: Classroom lectures, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,		
Course Outcomes: On successful completion of the course, the Students will be able to		
<ul style="list-style-type: none">• Understand concepts of cost accounting & Methods of Costing.• Outline the Procedure and documentations involved in procurement of materials & compute the valuation of Inventory.• Make use of payroll procedures & compute idle and over time. Discuss the methods of allocation, apportionment & absorption of overheads.• Prepare cost sheet & discuss cost allocation under ABC.		
Syllabus		
Module No. 1: INTRODUCTION TO COST ACCOUNTING (8Hrs)		
Introduction, Meaning and Definitions of Cost, Costing and Cost Accounting. Need and Objectives of Cost Accounting. Distinctions between Financial Accounting and Cost Accounting. Advantages and Limitations of Cost Accounting. Classification of Cost – Material Cost, Labour Cost and Overheads. Important terminologies – Cost Unit, Cost Centre, Direct Cost, Indirect Cost, Prime Cost, Production Cost, Administration Cost, Selling and Distribution Cost, Fixed Cost, Variable Cost, Semi-variable Cost, Period Cost, Product Cost, Explicit Cost, Implicit Cost, Historical Cost, Current Cost, Future or Pre-determined Cost, Opportunity Cost. Installation of Cost Accounting System – Features of good cost accounting system, precautions for installing effective cost accounting system, challenges in installing effective cost accounting system.		
Module No :2 COST SHEET, TENDERS & QUOTATIONS (14 Hrs)		
Introduction, Meaning, Objectives and Contents of Cost Sheet – Problems on preparation of Cost Sheet. Meaning of Tender & Quotation. Bases for preparation of Tenders & Quotations – Problems on preparation of Statement of Tender & Quotations, E-Tenders (Concept only)		

Module No :3 MATERIAL COSTING (10 Hrs)

Introduction, Meaning of Material Cost, Types of Materials - Direct Materials, Indirect Materials. Material Cost Control - Meaning, Objectives and Benefits. Scope of Material Cost Control – Procurement, Storage and Management of Issues. Make or Buy Decision, Purchase Process, Vendor Selection, Economic Order Quantity. Problems on EOQ. Documents – Bill of Materials, Material Requisition Note, Purchase Requisition, Purchase Order, Goods Received Note, Bin Cards, Stores Ledger, Material Return Note, Material Outward Return Note. Methods of Stores or Inventory Control – ABC Method, VED Method and FSN Method. Determination of Stock Levels – Re-order Level, Minimum Level, Maximum Level, Average Level and Danger Level. Duties and Responsibilities of Stores Manager. Pricing of Material Issues – Specific Price Method, First-In-First-Out Method (FIFO), Last-In-Last-Out Method (LIFO), Highest-In-First-Out Method (HIFO), Simple Average Method, Weighted Average Method, Base Stock Method, Replacement Cost Method, Realizable Price Method, Standard Price Method, Inflated Price Method. Problems under First-In-First-Out Method (FIFO), Last-In-Last-Out Method (LIFO), Simple Average Method and Weighted Average Method.

Module No :4 LABOUR COSTING (12 Hrs)

Introduction, Meaning of Labour Cost, Types of Labour – Direct Labour, Indirect Labour. Labour Cost Control – Meaning, Objectives and Benefits. Scope of Labour Cost Control – Departments involved, Time Analysis or Work Study, Time Keeping and Time Booking, Payroll Procedure, Idle Time, Over Time, Labour Turnover, Wage and Incentive Systems – Simple Time Rate System, Straight Piece Rate System, Taylor’s Differential Piece Rate System, Merrick’s Differential Piece Rate System, Halsey System and Rowan System. Job Evaluation and Merit Rating, Labour Productivity. Problems on calculation of Labour Cost, Overtime Wages and Wage and Incentive Systems.

Module No :5 OVERHEAD COSTING (12Hrs)

Introduction, Meaning of Overhead, Classification of Overhead – Factory Overhead, Administrative Overhead, Selling Overhead, Distribution Overhead, Research and Development Overhead. Accounting and Control of Overheads. Cost Allocation and Cost Apportionment. Methods of Cost Re-apportionment – Direct Method, Step-ladder Method, Repeated Distribution Method, Simultaneous Equation Method. Problems on Apportionment of production overheads and problems on Re-apportionment of production overheads under Direct Method and Simultaneous Method.

Skill Developments Activities:

- Visit any Manufacturing entity, collect the method of inventory valuation adopted & procedure involved in procuring inventory.

- Draw the format of five documents used for material accounting 3.
Prepare dummy Payroll with imaginary figures.
 - Visit any large-scale organization, identify the techniques used for controlling administrative, Selling & distribution overheads.
 - Visit any manufacturing entity and collect the cost data and prepare the cost sheet.
- Any other activities, which are relevant to the course.

Reference Books

- Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan, Cost Accounting: A Managerial Emphasis, Pearson Education.
- Jawahar Lal, Cost Accounting., McGraw Hill Education
- Madegowda J, Cost Accounting, HPH.
- Rajiv Goel, Cost Accounting, International Book House
- Jain, S.P. and K.L. Narang. Cost Accounting: Principles and Methods. Kalyani Publishers
- Arora, M.N. Cost Accounting – Principles and Practice, Vikas Publishing House, New Delhi.
- Maheshwari, S.N. and S.N. Mittal. Cost Accounting: Theory and Problems. Shri Mahavir Book Depot, New Delhi.
- 8. Iyengar, S.P. C Mariyappa B Cost Accounting, HPH

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA)

Course Code: BBA 3.2

Name of the Course: Organisational Behaviour

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4+0+0 Hrs.	56 Hrs.
Pedagogy: Classroom lectures, Tutorials, Role Plays and Case study method.		
Course Outcomes: On successful completion of the course, the Students will: <ul style="list-style-type: none">● Understand the role of OB in business organization.● Understanding the Behaviour of Individual● Understand the group behaviour and Team dynamics● Learn various motivation and leadership theories● understand the process of organizational development		
Syllabus		
Module No. 1: INTRODUCTION TO ORGANIZATION BEHAVIOUR (10 Hrs) Meaning, Definition, Importance, Nature, Scope of OB, Conceptual Models of OB, factors affectin		
Module No.2: INDIVIDUAL BEHAVIOUR (12 Hrs) Individual Behaviour- Meaning, factors affecting individual behavior, reasons for understa individual behavior. Personality- Types, Determinants and Traits of Personality, Theories. Learning – Types of Learners, The Learning Process Attitude – Characteristics, Components, Formation of Attitude. Perception- Importance, Factors influencing perception, Interpersonal Perception, Impro Management		
Module No. 3: GROUP AND TEAM DYNAMICS (12 Hrs) Group Dynamics- Meaning, Types of Group, functions of groups, Stages of Group development, stra for improving group dynamics, Determinants of Group Behaviour Team Dynamics - Meaning, Types of Teams, Team Building, Effective Team Management, Sta Professional Interpersonal Relations, Difference between Groups and Teams. Conflict-Meaning, Sources of Conflict, Conflict Resolving Strategies.		
Module No. 4: MOTIVATION AND LEADERSHIP (12 Hrs) Motivation- Nature and Importance of Motivation, Motivation Theories - Maslow’s Need Hier Theory, Hertzberg’s Two Factor Theory, McGregor’s Theory X and Theory Y Leadership – Nature and Importance, Qualities of Good Leaders, Types, Theories of Leaders (Contemporary leadership)		

Module No. 5: DYNAMICS OF ORGANIZATIONAL BEHAVIOURS (10 Hrs)

Organisation Culture and Climate - Meaning, Importance, Factors influencing Organization cl
Organizational Change- Importance, change process, Resistance to change, Managing Cl
Organizational Development: Nature, objectives, Benefit, OD Process.

Skill Development Activities

- Prepare a Chart showing various OB Models
- Develop e content on factors influencing individual perceptions
- Role play on Team Dynamics
- Visit any two organisation and collect information on various motivational models adopted
- Prepare a chart on the stages of OD

Text Books:

1. Fred Luthans, Organizational Behaviour. McGraw Hill
2. Robbins, Organizational Behaviour, International Book House.
3. John W. Newstrom and Kieth Davis, Organizational Behaviour, McGraw Hill.
4. K. Aswathappa, Organizational Behaviour, HPH.
5. Appannah and, Management and Behavioural Process, HPH
6. Sharma R.K and Gupta S.K, Management and Behaviour Process, Kalyani Publishers.
7. Rekha and Vibha – Organizational Behavioural, VBH.
8. P.G. Aquinas Organizational Behaviour, Excel Books.
9. M. Gangadhar. V.S.P.Rao and P.S.Narayan, Organizational Behaviour

Note: Latest edition of text books may be used

Name of the Programme: Bachelor of Business Administration (BBA)

Course Code: BBA 3.3

Name of the Course: Business Statistics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	3+0+2 Hrs.	56 Hrs.
Pedagogy: Classroom lectures, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.		
Course outcomes: On successful completion of the course, the students will be able		
<ul style="list-style-type: none">• To understand the basic of statistical data collection and classification• To Present the data through table and diagrams• To Analyse the data using the various averages and dispersion• To Interpret the data using correlation and regressions• To understand changes in data over a period of time through construction of index number		
Syllabus		
Module No.1: INTRODUCTION TO STATISTICS (8 Hrs) Introduction, Meaning, Definitions, Features, Objectives, Functions, Importance and Limitations of Statistics -Important terminologies in Statistics – Data, Primary Data, Secondary Data, Population, Census Survey, Sample Survey, Sampling, Parameter, Unit, Variable Quantitative Variable, Qualitative Variable, Dependent Variable Independent Variable, Series. - Individual, discrete and continuous- Classification of data Types. Requisites of Good Classification of Data. Frequency, Class Interval, Tally Bar Frequency Distribution Formation (simple illustrations).		
Module No.2: TABULATION AND PRESENTATION OF DATA (10 Hrs) Types of Presentation of Data – Textual Presentation, Tabular Presentation, One-way Table, Two-way Table. Diagrammatic and Graphical Presentation, Rules for Construction of Diagrams and Graphs. Types of Diagrams – One Dimensional Simple Bar Diagram, Sub-divided Bar Diagram, Multiple Bar Diagram, Percentage Bar Diagram – Two-Dimensional Diagram – Pie Chart, Graphs – Histogram, Frequency Polygon, Ogives, curve–Problems on tabulation.		
Module No.3: MEASURES OF CENTRAL TENDENCY AND DISPERSION (14 Hrs) Meaning, Definition, Features Requisite of ideal average Types - Mathematical and Positional Arithmetic Mean -Simple and weighted Average (Exclude missing frequency) MEDIAN - Positional average, related positional averages graph Location MODE - identification under individual and discrete series by inspection method Grouping table preparation and calculation of mode by using Relationship of mean and median, that is empirical formula. Graphical location of mode. Meaning of Measures of dispersion Standard Deviation- and their Co- efficient of variation problems on direct method only.		
Module No.4: CORRELATION AND REGRESSION ANALYSIS (14 Hrs) Meaning and Types of Correlation Karl Pearson's Coefficient of Correlation. (deviation		

from actual mean only) Spearman's Rank Correlation Coefficient problems including repeated rank assignment.

Meaning of Regression, Regression Lines, finding correlation coefficient using Regression Coefficients Regression Equations and estimating the variable.

Module No.5: INDEX NUMBER (10 Hrs)

Meaning and Definitions features classification, Methods of construction index number, - Simple, aggregates, -simple Average of price Relatives method, weighted index method - Fisher Ideal Index Number Test of Adequacy -Unit test, Time reversal test, Factor reversal test and circular test, Consumer Price Index number.

BUSINESS LAB ACTIVITIES

- Collect data from 50 friends about their monthly expenditure on Mobile Recharge, Cosmetics, Chats and Other Expenses and present the same in a Tabular Form.
- Collect data from at least 5 friends about the percentage of marks obtained in SSLC in different subject and present the same in a sub divided Bar Diagram Form or Pie diagram
- Collect the data relating prices of shares of two companies for ten days and ascertain which company share are more variable.
- Collect age statistics of 10 newly married couples and compute correlation coefficient
- Select 10 items of daily- consumed products relate to base year price and quantity and current year price and calculate cost living index.

BOOK FOR REFERENCE

1. Statistical Methods S.P Gupta, , Sultan Chand
2. Statistics Dr. B.N. Gupta , Sahitya Bhavan.
3. Beri, G. C Business Statistics-Tata Mc,Graw Hill Ed Pvt. Ltd.
4. Chikodi and Satya Prasad -Quantitative Methods for business

Name of the Programme: Bachelor of Business Administration (BBA)

Course Code: 3.6.1 Open Elective Course (OEC)

Name of the Course: Rural Marketing

Course Credits	No. Of Hours Per Week	Total No. of Teaching Hours
3 Credits	3+0+0 Hours	42 Hours
Pedagogy :		
Course Outcomes: On successful completion of the course, the Students will able to		
<ul style="list-style-type: none">• Describe the importance and application of various concepts of rural marketing.• Demonstrate the appropriate selection of the segmentation, targeting and positioning strategies along with the environmental factors that influence rural consumers' buying behavior.• Design a Pricing Strategy that suits the characteristics of rural products and stage in the product life cycle.• Formulate the appropriate marketing communication and rural distribution channel plans to promote and deliver the rural products.• Appraise the recent trends in Rural marketing and the application of digital technology in rural marketing.		
Module No: 1 INTRODUCTION TO RURAL MARKETING (08 Hrs)		
Meaning of Market and Marketing, Nature and scope of rural marketing, rural vs urban markets, concepts and classification of rural markets, rural marketing environment, rise of rural consumerism.		
Module No: 2 RURAL CONSUMER BEHAVIOUR (06 Hrs)		
Consumer buying Behaviour in rural markets, factors affecting consumer behavior. Market segmentation – Bases for segmenting rural consumer markets.		
Module No: 3 RURAL PRODUCT AND PRICING STRATEGY (08 Hrs)		
Rural product, Rural product classification, product life cycle, product life cycle strategies in rural markets, New product Development in rural markets, Branding for rural markets. Pricing for rural markets - Factors and Strategies.		
Module No: 4 RURAL DISTRIBUTION AND COMMUNICATION STRATEGY (20 Hrs)		
Wholesale and retailing in the rural market, rural mobile traders, rural distribution models – FMCG companies, durable companies, service organizations, emerging distribution models.		
TRENDS IN RURAL MARKETING		
Digitizing rural India, online marketing reach in the rural market, recent trends in packing, labelling, grading, transporting, order processing, payment methods, storage and warehousing. Corporate Farming-Meaning only.		
Include Live cases (ITC E-Choupal, TARAhatt, EID Parry's Indiagriline)		
Skill Development Activities:		
<ul style="list-style-type: none">• Prepare a product life cycle for a Rural product• Select Rural Product and conduct a Consumer Satisfaction Survey• Prepare and Advertisement copy for a rural product.• Visit an APMC Yard / Mardi's and prepare a report on any one Agri product pricing.		

Books for reference

- Debarun Chakraborty and Soumya Kanti Dhara, et al. (2021), Rural Marketing in India: Texts and Cases, 1st Edition Atlantic Publishers and Distributors Pvt Ltd
- Acharya SS and Agarwal NL (2019), Agricultural Marketing in India, 6th Edition, Oxford & IBH Publishing Co Pvt Ltd.
- Dinesh Kumar and Punam Gupta (2019), Rural Marketing), 1st Edition, SAGE Publications India Pvt Ltd.
- C. G. Krishnamacharyulu (2010), Rural Marketing: Text and Cases, 2nd Edition, Pearson India Education Services Pvt Ltd.
- T.P.Gopaldaswamy (2009) Rural Marketing-Environment, Problems and Strategies, 3rd Edition, Vikas Publishing House.

Name of the Programme: Bachelor of Business Administration (BBA)

Course Code: 3.6.2 Open Elective Course (OEC)

Name of the Course: Social Media Marketing

Course Credits	No. Of Hours Per Week	Total No. of Teaching Hours
3 Credits	3+0+0 Hours	42 Hours
Pedagogy:		
Course Outcomes: On successful completion of the course, the Students will able to		
<ul style="list-style-type: none">• Understand social media marketing goals for successful online campaigns.• Analyze the effective social media marketing strategies for various types of industries and businesses.• Design social media content and create strategies to optimize the content's reach to the target audience.• Appraise the reach and track progress in achieving social media objectives with a variety of measurement tools and metrics.• Design a suitable social media campaign for the business goals.		
Syllabus		
Module No: 1 Social Media Introduction (8 Hrs) Introduction to social media, how to build a successful Social Media Strategy, Goal setting, Overview of Global E-Marketing Issues, Country and Market Opportunity Analysis, User engagement on social networks; Social advertising; Social, media analytics; Impact of online reputation; Social Technology and its marketing influence in India		
Module No: 2 Facebook -Instagram marketing (10 Hrs) Exploring the use of a Facebook page, Facebook Ad campaign, Facebook groups, Hashtags, Instagram, creating automation for Instagram, Audience Insights, page Insights, exploring the various IG content types, setting a theme and flow on Instagram, and generating Leads.		
Module No: 3 Twitter Marketing (8 Hrs) Creating a Twitter account, optimizing a page, content types, posting contents, Integrating a personal brand on Twitter, Twitter Analytics & Ads, post assistants and automation for Twitter.		
Module No: 4 YouTube marketing (16 Hrs) Youtube marketing, creating a youtube channel, posting content, youtube analytics, Google Pages for YouTube Channels, Video Flow, Verify Channel, Webmaster Tool – Adding Asset. Search Engine Optimization-Recent trends and challenges Search Engine Optimisation (SEO) Introduction, Understanding SEO, User Insights, Benefits and Challenges, Content Marketing, Traditional Media vs Social Media, recent trends and challenges in Social Media marketing		
Skill Development Activities <ul style="list-style-type: none">• Prepare Facebook Page in your name.• Open a YouTube channel.• Create a blog and write an article on Climate change.• Create a search engine optimization (SEO) dashboard.		

Books for reference

- Annmarie Hanlon (2022), Digital Marketing Strategic Planning & Integration, 2nd Edition, SAGE Publications Ltd.
- Matt Golden (2022), Social Media Marketing, 1st Edition, Bravex Publications.
- Simon Kingsnorth (2022), The Digital Marketing Handbook: Deliver Powerful Digital Campaigns, 1st Edition, Kogan Page.
- Melissa Barker, Donald I. Barker, Nicholas F. Bormann and Debra Zahay (2016), Social Media Marketing: A Strategic Approach, 2nd Edition, Cengage Learning.
- Tracy L. Tuten and Michael R. Solomon, (2016), Social Media Marketing, 2nd Edition, Sage Publications India Private Limited

Name of the Programme: Bachelor of Business Administration (BBA)

Course Code: BBA 4.1

Name of the Course: Management Accounting

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	3+0+2 Hrs.	56 Hrs.
Pedagogy: Classroom lectures, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,		
Course Outcomes: On successful completion of the course, the Students will be able to		
<ul style="list-style-type: none">• Understand various management systems• Analyze and provide recommendations to improve the operations of organizations through the application of Management accounting techniques• Evaluate the benefits of different conventional and contemporary Management systems• Prepare analyses of various special decisions, using relevant management techniques• Apply management accounting and its objectives in facilitating decision making.		
Syllabus		
Module No. 1: INTRODUCTION TO MANAGEMENT ACCOUNTING (06 Hrs) Nature, scope and functions of management accounting, role of management accountant in decision making, management accounting vs financial accounting and cost accounting. Tools and techniques of management accounting. Financial statement analysis – Comparative, Common size and Trend analysis		
Module No. 2: RATIO ANALYSIS (8 Hrs) Meaning and Definition of Ratio, Classification of Ratios, Uses & Limitations – Meaning and types of Ratio Analysis – Problems on Ratio Analysis.		
Module No. 3: FUND FLOW ANALYSIS (10 Hrs) Nature of Fund, Fund Flow Statement – Uses and Limitations of Fund Flow Statement – Procedure for preparation of Fund Flow Statement – Statement of Changes in Working Capital – Statement of Funds from Operation – Statement of Sources and Application of Funds.		
Module No. 4: CASH FLOW ANALYSIS (12 Hrs) Nature of Cash Flow Statement – Differences between Cash Flow Statement and Fund Flow Statement – Uses of Cash Flow Statement – Limitations of Cash Flow Statement – Provisions of IND AS-7 – Procedure of Cash Flow Statement – Concept of Cash and Cash Equivalents - Cash Flow from Operating Activities – Cash Flow from Investing Activities and Cash Flow from Financing Activities – Preparation of Cash Flow Statement according to IND AS-7- (Indirect Method Only)		
Module No. 5: BUDGETING & BUDGETARY CONTROL (10 Hrs) Meaning, Objectives, Nature, Scope and Concept of budget, budgeting and budgetary control, objectives, merits, and limitations. Budget administration. Functional budgets. Zero base budgeting(theory). Practical problems on Flexible and cash Budget.		

Skill Development Activities

- Collection of financial statements of any one organization for two years and preparing comparative statements
- Collection of financial statements of any two organization for two years and prepare a common Size Statements
- Collect statements of an Organization and Calculate Important Accounting Ratio's
- Draft a report on any crisis in an organization
- Collect the data and prepare Cashflow statement as per IND AS 7

Books for reference

- Dr. S.N. Maheswari, Management Accounting, Mahavir Publications
- T.S.Sexana, Advanced Cost and Management Accounting, Sultan Chand
- Jain and Narang, Cost and Management Accounting, Kalyani Publisher.
- Dr. S.N. Goyal and Manmohan, Management Accounting, S.N. Publications.
- B.S. Raman, Management Accounting, United Publishers.
- Sharma and Gupta, Management Accounting, Kalyani Publishers.
- M N Arora, Accounting for Management, Himalaya Publisher
- Jawahar Lal, Cost Accounting; McGraw-Hill Education (India)

Name of the Programme: Bachelor of Business Administration (BBA)

Course Code: BBA 4.2.1

Name of the Course: Business Analytics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4+0+0 Hrs.	56 Hrs.
Pedagogy: Classroom lectures, Tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the Students will be able to		
<ul style="list-style-type: none">• Understand types of analytics and data models• Understand the role of data indecision making, sources and types of Data.• Ability to analyse data using different data analytic tools and draw inferences.• Understand applied statistics for business problems.• Demonstrate visualization of data.		
Syllabus		
Module No. 1: Introduction to Business Analytics (12 Hrs) Business Analytics, Terminologies used in Analytics: Business Analytics, Business Intelligence, Meaning, Importance, Scope, Uses of Business Analytics, Architecture of Business Analytics, Types of Analytics: Descriptive, Diagnostics, Predictive, Prescriptive, Application of Business analytics, Introduction to Data Science and Big Data.		
Module No. 2: Role of Data in The Organization (10 Hrs) Sources of data, Use of Data in Decision making, Importance of data quality, dealing with missing or incomplete data, Types of Digital Data- Structured, Semi Structured, Unstructured Data. Data warehouse, Data mining, Data Integration – What, need, advantages, approaches of Data integration, Data profiling.		
Module No :3 Tools Used for Data Analytics (12 Hrs) Introduction to data analytics software – Types of data analytics software – open source and proprietary software. Lab sessions: R, JAMOVI, GRET, Python: Installation of software –Installation of packages / library - Importing of data – Saving of data – Run descriptive Statistics – Interpret result – plotting of charts – inferences of chart. (Using all the four specified softwares).		
Module No. 4 Database Orientation (12 Hrs) Database definition, types of structures, DBMs, RDBMS, Relational Database Language , Introduction to SQL, Features of SQL, SQL Languages, DDL commands- Create, Add, Drop, Constraints in SQL, DML Commands – Insert, Delete, Update, Data Query . Language – Where clause, Order by, Group by, DCL commands – Grant, Revoke, TCL Commands – Commit, Roll Back, Save point. Aggregate Functions, Relational Algebra.		
Module No. 5: Data Visualization Using Tableau (Public Version) (10 Hrs) Introduction to Dimensions and measures, Types of Charts, (Pie Chart, Column Chart, Line Chart, Bar Chart, Area Chart, Scatter Chart, Bubble Chart, Stock Chart), Basic understanding in dashboard and storyboard. (Explain using practical examples and students executes the examples using tableau.)		

Skill Developments Activities:

- Prepare tree map chart using Tableau.
- Run a descriptive statistic using R and Python software.
- Execute a summary chart in JAMOVI.
- Execute DCL and TCL Command in SQL.

Text Books:

- Business Analytics: Text and Cases, Tanushri Banerjee, Arvindram Banerjee, Publisher: Sage Publication
- Business Analytics, U Dinesh Kumar, Publication: Wiley
- Business Analytics, R. Evans James, Publisher: Pearson
- Fundamental of Business Analytics, Seema Acharya R N Prasad, Publisher: Wiley
- Business Analytics: Data Analysis and Decision Making, Albright and Winston published by Cengage Learning.
- Swain Scheps, Business Intelligence for Dummies.
- Rick Sherman, Business Intelligence Guidebook: From Data Integration to Analytics
- Cindi Howson. Successful Business Intelligence, Second Edition: Unlock the Value of BI & Big Data
- Seema Acharya R N Prasad, Fundamentals of Business Analytics, 2ed, Wile

Note: Latest edition of text books may be used.

Name of the Programme: Bachelor of Business Administration (BBA)

Course Code: BBA 4.2.2

Name of the Course: Indian Financial System

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4+0+0 Hrs.	56 Hrs.
Pedagogy: Classroom lectures and Tutorials		
Course Outcomes: On successful completion of the course, the Students will be able to <ul style="list-style-type: none">• Understand the financial system, Institutions, financial markets and services.• Analyse the concepts relevant to Indian financial market and relevance.• understand concept of financial services, types and functions.• Understand the types of financial Instruments.• Demonstrate an understanding the functioning of stock markets.		
Syllabus		
Module No. 1: OVERVIEW OF FINANCIAL SYSTEM (8 Hrs) Introduction to Financial System – Features, Constituents of Financial System; Financial Institutions; Financial Services; Financial Markets and Financial Instruments.		
Module No.2: FINANCIAL INSTITUTIONS (16 Hrs) Characteristics of Financial Institutions, Broad Categories – Money Market Institutions and Capital Market Institutions. Objectives and Functions of Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India, National Small Industrial Development Corporation, National Industrial Development Corporation, RBI Measures for NBFCs.		
Module No. 3: FINANCIAL SERVICES (12 Hrs) Financial Services – Meaning, Objectives, Functions, Characteristics; Types of Financial Services - Merchant Banking – Functions and Operations, Leasing, Mutual Funds, Venture Capital & Credit Rating.		
Module No.4: FINANCIAL MARKETS AND INSTRUMENTS (10 Hrs) Meaning and Definition, Role and Functions of Financial Markets, Constituents of Financial Markets; Money Market Instruments, Capital Market and Instruments; SEBI guidelines for Listing of Shares and Issue of Commercial Papers.		
Module No.5: STOCK MARKETS (10 Hrs) Meaning of Stock, Nature and Functions of Stock Exchange; Stock Market Operations - Trading, Settlement and Custody (Brief discussion on NSDL & CSDL); Brief discussion of BSE, NSE and OTCEI.		
SKILL DEVELOPMENT ACTIVITIES <ul style="list-style-type: none">• Visit any financial institution and prepare a report regarding its structure, functions and performance.• Analyze the ratings given by any credit rating agency, for at least 5 companies.• Collect information on NASDAQ, Nifty, Sensex and write brief report on the same.• Identify a company of your choice and record its share prices for one month.		

Reference Books

- L.M. Bhole, Financial Institutions & Markets, McGraw Hill
 - Khan, M.Y, Indian Financial System, McGraw Hill
 - Sharma, Meera, Management of Financial Institutions, Eastern Economy Edition
 - Bhole and Mahakud, Financial Institutions and Markets – Structure, Growth and Innovations, McGraw Hill
 - Guruswamy, S., Financial Services and System, McGraw Hill
 - Edminister. R.O, Financial Institutions, Markets & Management, McGraw Hill
 - Khan. M.Y, Indian Financial System, Vikas Pub. House
 - H.R Machiraju, Indian Financial System, Vikas Pub. House
 - E.Gorden & K. Nataraj, Financial Markets and Services, HPH
- Note: Latest edition of text books may be used.**

Name of the Program: Bachelor of Business Management (B.B.A)

Course Code: 4.3

Name of the Course: Financial Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4+0+0 Hrs.	56 Hrs.
Pedagogy: Classroom lectures, Tutorial Classes, Problem Solving		
Course Outcomes: On successful completion of the course, the Students will be able to		
<ul style="list-style-type: none">• Identify the goals of Financial Management.• Enrich knowledge about financial decision making.• Evaluate projects using capital budgeting techniques.• Design optimum capital structure using EBIT and EPS analysis.• Evaluate working capital effectiveness in an organization.		
Syllabus		
Module No. 1: INTRODUCTION TO FINANCE (6 Hrs) Meaning of Finance, types of finance, Functions of finance-Financial management -Meaning, Definitions and Importance- Objectives of Financial Management- Role of a Financial Analyst. Financial Planning-Steps-Principles- Factors influencing a sound financial plan (Theory only)		
Module No 2 : FINANCIAL DECISION (14 Hrs) Introduction-Meaning of financing decision-Sources of Finance -Meaning of Capital Structure, Factors influencing Capital Structure, Optimum Capital Structure – EBIT, EPS Analysis, Leverages – Problems		
Module No. 3 INVESTMENT DECISION (14 Hrs) Introduction- Meaning and Definition of Capital Budgeting - Features – Significance- Process & factors -Techniques: Payback Period, Discounted Pay- back period, Accounting Rate of Return. Net Present Value, Internal Rate of Return and Profitability Index- Problems		
Module No. 4: DIVIDEND DECISION (10 Hrs) Introduction to Dividend Decisions, Meaning & Definition, Forms of Dividend, Types of Dividend Policy, Significance of Dividend, Impact of Dividend Policy on Company, Factors affecting Dividend Policy, Walter divided model- Problems.		
Module No. 5: WORKING CAPITAL MANAGEMENT (12 Hrs) Introduction Concept of Working Capital - Significance of Adequate Working Capital-Evils of Excess or Inadequate Working Capital- Determinants of Working Capital-Sources of Working Capital (Theory and Simple problems on Estimation of working capital).		
Skill Development activity:		
<ul style="list-style-type: none">• Draw the organization chart of Finance Function of a company• Submit an analysed report on Capital structure in 3 different industries• Explain the role of financial manager in the context of globalization.• Prepare E-content of dividend policy of a company• Develop E-content for working capital management to a service organizations		

Reference Books

S.N. Maheshwar Financial Management-Sultan Chand Publications

Khan & Jain Financial Management Tata MC Graw hill

Financial Management L N Pandey

Note: Latest edition of textbooks and reference Books may be used

Name of the Program: Bachelor of Business Management (B.B.A)

Course Code: 4.7.1 (OEC)

Name of the Course: Business Leadership Skills

Course Credits	No. of Hours per week	Total No. of Teaching Hours
3 Credits	3+0+0 Hrs	42 Hrs
Pedagogy: Classrooms lecture, Tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the Students will able to: <ul style="list-style-type: none">• understand the significance of leadership skills for effective people management.• increase the comprehension of leadership through various leadership theories.• analyse different leadership styles, types, patterns and functions.• demonstrate an understanding of various leadership approaches for effective management of people.• demonstrate an awareness of ethical leadership.• Understand the emerging trends in Leadership.		
Syllabus		
Module No. 1: INTRODUCTION TO BUSINESS LEADERSHIP (06 Hrs) Introduction to business leadership, meaning & definition of leadership, evolution and growth of leadership; functions and characteristics of leadership; Importance of Leader in Organisation culture, latest trends / current scenario of business leadership. Dark traits of Leadership.		
Module No. 2: LEADERSHIP FROM MANAGERIAL PERSPECTIVE (10 Hrs) Nature of leadership, Significance or importance of leadership, Top 10 Qualities of an effective leader, leader v/s manager; Leader v/s Mentor authority v/s leadership; formal v/s informal leadership; different roles of leadership; different levels of leadership; traits of an ethical leader.		
Module No. 3: LEADERS AND TEAM DECISIONS (8 Hrs) Team decision making; Power and influence in teams; Leadership and team empowerment; Challenges in team decision making, Role of a leader in decision making.		
Module No. 4: LEADERSHIP STYLES & SKILLS (18 Hrs) Leadership styles: a) Autocratic leadership, b) Bureaucratic leadership, c) Democratic leadership, and d) Laissez faire leadership e) Transformational Leadership, f) Charismatic Leadership. Leadership Skills: Communications Skills, Decision Making Skills, Emotional Management Skills, Public Relation Skills, Personal Values and Ethics, Conflict Resolution Skills. Emerging Trends In Leadership: Women & Transgender in leadership; Limitations, challenges & opportunities of a women & Transgender leadership; Role of a e-leadership.		
Skill Developments Activities:		
<ul style="list-style-type: none">• Collect information about the real time corporate leaders with different leadership styles & discuss their leadership styles and traits in the class room• Leadership skills used to focus on GD• Demonstrate the team management skills required for a leader.• Brain storming session pertaining to leadership qualities• Emerging trends in leadership are to be discussed with case studies and projects)		

Reference Books:

- Northouse, P. (2007). Leadership: Theory and Practice. Sage Publications.
- Stephen, R. P. (1988). Organizational Behaviour - Concepts, controversies and Applications. New Delhi: Printice Hall of India Ltd.
- Subba Rao. (2018). Organizational Behaviour (18th ed.). Himalaya Publishing House.
- Subba Rao. (2022). Personnel and Human Resource Management (5th ed.). Bangalore: Himalay Publishing House.
- Daloz Parks, S., Leadership can be taught: A Bold Approach for a Complex World, Boston: Harvard Business School Press.
- Drucker Foundation (Ed.), Leading Beyond the Walls, San Francisco: Jossey Bass
- Hersey, P. K., Blanchard, D., & Johnson, D. Management of Organisational Behavior: Leading Human Resources. Pearson Education.
- Gratton, L. E. (2007). Eight ways to build collaborative teams. Harvard Business Review. 85 (11), 100-109.
- Katzenbach, J. R., Douglas S. K. (2001). Discipline of Teams. Harvard Business Review. 71(2).111-120.

Name of the Program: Bachelor of Business Management (B.B.A)

Course Code: 4.7.2 (OEC)

Name of the Course: Personal Wealth Management

Course Credits	No. of Hours per week	Total No. of Teaching Hours
3 Credits	3+0+0 Hrs	42 Hrs

Pedagogy: Classroom lectures and Tutorials.

Course Outcomes: On successful completion of the course, the Students will able to:

- Demonstrate an understanding of the importance of Wealth Management and Financial Planning in personal life.
- Identify the Real Estate Investment Routes and understand the tax planning that minimises tax burden.
- Select and Apply the Asset Allocation strategies to balance between Risk and Return.
- Analyse the Retirement Planning Benefits and retirement strategies to provide regular income for life.
- Understand the basic principles and importance various insurance policies.

Syllabus

Module No. 1: Wealth Management and Financial Planning (8 Hrs)

Meaning of Wealth Management, Need, Scope and Components of Wealth Management, Process of Wealth Management, Expectations of Clients, Code of Ethics for Wealth Manager. Challenges to WM in India – Financial Planning - Systematic Approach to Investing (SIP, STP & SWP)- Life Cycle and Wealth Cycle - Financial Planning in India, Legal aspects of Financial Planning.

Module No. 2: Estate Planning and Tax Planning (8 Hrs)

Real Estate, Role of Real Estate, Real Estate Investment Routes, Real Estate Indices -Assets & Liabilities, Nomination, Inheritance Law, Will, Understanding Trust and Trust Documents – Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward and Set-off.

Module No. 3: Asset Allocation Strategies (8 Hrs)

Asset allocation Strategies -Asset allocation Decision, Equity portfolio strategies - Active Vs Passive, Management strategies, Value Vs growth investing, -Tactical, Fixed & Flexible. **Portfolio Management Strategies** - Indexing - Active - interest rate anticipation, Valuation analysis, Credit analysis, Yield spread analysis and Bond swaps - Allocation to Speculation, Diversification in Perspective.

Module No. 4: Retirement Planning and Employee Benefits (18 hrs)

Introduction to Retirement Planning - Types of Retirement Plans - Defined Benefit and Defined Contribution plan, Superannuation Fund and other retirement plans, Pre and Post Retirement Planning Strategies – ESOP and ESPP.

Insurance Products in Wealth Management

Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance- Group Life and Health Insurance; Types of Life Insurance Policies, Types of General Insurance Policies, Health Insurance and Group Insurance Policy – Risk Management through Insurance.

Skill Developments Activities:

- List out different Insurance schemes
- Create your own personal portfolio using imaginary numbers and justify.
- Conduct a survey of 20 salaried employees on their investment avenues through

questionnaire.

- Prepare technical charts report of any 5 listed stocks in BSE S&P SENSEX.

Text Books:

- Pawan V. Jhabak – Wealth Management, Himalaya Publishing Hou Himalaya Publishing House Pvt. Ltd., Mumbai - 400 004.
- S.K Bagchi – Wealth Management Jaico Publishing House, Firs Edition.
- NSE Academy – Financial Planning and Wealth Management.
- NCFM Work Book – Financial Markets (Advanced).

Note: Latest edition of text books may be used.

ORGANIZATIONAL BEHAVIOUR

Course Credits	No. of Hours per week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
<p>Pedagogy: Classroom lecture, Power point slides, case studies, role play</p> <p>Course Outcomes: On successful completion of the course, the students will be able to</p> <ul style="list-style-type: none"> • Improve student's understanding of human behaviour in organizations • Impart ability to lead people • Discuss tools and techniques to achieving increased organizational performance. 		
Syllabus		
Module No 1: ORGANIZATIONAL BEHAVIOUR		(06Hrs)
<p>Organization Behaviour– Definition, Importance, Scope and Application in Management - Contributions of other disciplines to OB–Emerging issues and challenges in Organizational Behaviour, Levels of OB and OB Models</p>		
Module 2: INDIVIDUAL BEHAVIOUR		(16 Hrs)
<p>Individual Behaviour: Meaning–Factors influencing individual behaviour</p> <p>Personality: Meaning - Determinants of Personality - Biological factors - Cultural factors - Family and Social Factors - Situational factors -Big five Personality Trait-Personality attributes influencing OB, Interactive Behaviour and Interpersonal Conflict.</p> <p>Perception: Meaning - Need - Perceptual Process – Perceptual Mechanism - Factors influencing perception.</p> <p>Attitude: Meaning of Attitude - Characteristics of Attitude – Components of Attitude - Attitude and Behaviour – Attitude formation, change in attitude and barriers to attitude.</p>		
Module 3: LEARNING AND BEHAVIOUR MODIFICATION		(08Hrs)
<p>Principles of Learning - Observational Learning - Cognitive Learning - Organizational Behaviour Modification - Steps in Organizational Behaviour Modification process – Reinforcement and types - Organizational Reward Systems</p>		
Module 4: GROUP DYNAMICS		(12Hrs)
<p>Meaning - Types of Groups - Functions of small groups - Group Size Status - Managerial Implications – Group Formation- Group Dynamics- Group Behaviour - Group Norms – Group Cohesiveness - Group Think Team Vs Group, types of teams, Conflict-meaning ,types , reasons and Conflict Management</p>		
Module 5: ORGANIZATIONAL CHANGE AND DEVELOPMENT		(14Hrs)
<p>Organizational Change: Meaning - Nature of work change - Pressure for change - Change</p>		

process - Types of change – Factors influencing change - Resistance to change - Overcoming resistance - Organizational Development–Meaning and different types of OD interventions.

SKILL DEVELOPMENT

- Prepare a chart of various organisation behavioural model
- List out the factors influencing perceptions
- List the determinants of personality
- Factors influencing perceptions - A brief explanation
- List the characteristics of various leadership styles.

I SEMESTER BBA

Name of the Course: Fundamentals of Accountancy

Course Credits	No. of Hours per week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classroom lecture, tutorials, Group discussion, Seminar, Case studies, fieldwork etc.,		
Course Outcomes: On successful completion of the course, the students will be able to <ul style="list-style-type: none">• Understand the basic Concepts of Accounting.• Pass Journal Entries and Prepare Ledger Accounts.• Prepare Subsidiary Books.• Prepare Trial Balance and Final Accounts of Proprietary concern.• Use Accounting Concepts in Spreadsheet.		
Syllabus		
Module No. 1: INTRODUCTION TO ACCOUNTANCY		(10 Hrs)
Introduction – Meaning and Definition – Objectives of Accounting – Functions of Accounting– Users of Accounting Information – Limitations of Accounting – Accounting Cycle - Accounting Principles – Accounting Concepts and Accounting Conventions. Accounting Standards-objectives-significance of accounting standards. List of Indian Accounting Standards.		
Module No. 2: ACCOUNTING PROCESS		(16 Hrs)
Process of Accounting - Double entry system – Kinds of Accounts – Rules-Transaction Analysis – Journal including GST – Ledger – Balancing of Accounts – Trial Balance – Problems on Journal, Ledger Posting and Preparation of Trial Balance		
Module No. 3: SUBSIDIARY BOOKS		(14 Hrs)
Meaning – Significance – Types of Subsidiary Books –Purchases Book, Sales Book (With Tax Rate) , Purchase Returns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book. Types of Cash Book- Simple Cash Book , Double Column Cash Book , Three Column Cash Book and Petty Cash Book(Problems only on Three Column Cash Book and Petty Cash Book).		
Module No. 4: FINAL ACCOUNTS OF PROPRIETARY CONCERN		(10 Hrs)
Preparation of Statement of Profit and Loss and Balance Sheet of a proprietary concern with special adjustments like Depreciation, Outstanding and Prepaid Expenses, Outstanding And Received In Advance of Incomes, Provision for Doubtful Debts, Drawings and Interest On Capital.		
Module No. 5: EXPERIENTIAL LEARNING		(06 Hrs)
Creation of Subsidiary Books in Spreadsheet: Purchases Book, Sales Book (With Tax Rate), Purchase Returns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book. Types of Cash Book- Simple Cash Book, Double Column Cash Book, Three Column Cash Book and Petty Cash Book. Preparation of		

Statement of P/L, Balance Sheet in Spreadsheet.

Skill Developments Activities:

- List out the accounting concepts and conventions.
- Collect 5 transactions and pass journal entries including GST
- Collect the financial statement of a proprietary concern and record it.
- Prepare a Three Column Cash Book of a sole proprietor.
- Any other activities, which are relevant to the course.

Reference Books:

- Hanif and Mukherjee, Financial Accounting, McGraw Hill Publishers
- Arulanandam & Raman; Advanced Accountancy, Himalaya Publishing House
- S.Anil Kumar,V.Rajesh Kumar and B.Mariyappa–Fundamentals of Accounting, Himalaya Publishing House.
- Dr. S.N. Maheswari, Financial Accounting, Vikas Publication
- S P Jain and K. L. Narang, Financial Accounting, Kalyani Publication
- Radhaswamy and R.L. Gupta, Advanced Accounting , Sultan Chand
- M.C. Shukla and Goyel, Advanced Accounting , S Chand.

Name of the Program: Master of Commerce		
Name of the Course: 4.5 (Finance) STRATEGIES FOR BANKING RISK AND MARKETING MANAGEMENT		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
Course Outcomes: The objective of this course is to provide an insight of Risk and Marketing Management in Managerial Decision Making of Banking Industry.		
Syllabus:		
Module 1: KYC, AML and Account Opening Process		
Importance of KYC and AML, Why RBI insists on KYC procedures, The role of Banks in implementing KYC, penalties for non-adherence; Different stages of money laundering, Understand the importance of AML at the time of account opening; Customer acceptance policy: low, medium and high risk customers; Customer verification procedure, KYC documents required for account opening, verification process; Account opening formalities, forms, documents, procedures; Risk management ,KYC, AML – monitoring transactions and reporting of suspicious transactions		
Module 2: CASA Deposits		
Meaning; Importance; Features and Benefits; Understand what are CASA deposits; Importance of CASA deposits for banks ; Impact on profitability of banks; Features and benefits of current accounts, savings accounts and their variants; Transactions, services and channels offered by banks for CASA account holders; Benefits of CASA deposits to customers		
Module 2: Banking Services to CASA Customers, Cross Sell Products Investments and Loans.		
Service channels – branch, ATM, internet, mobile banking; Payment and collection services – cheques, electronic funds transfers, cash management, cheque clearing; Ancillary services – locker and safe custody, payment of taxes and bills; Financial services – Sale of insurance mutual funds, gold coins, Government bonds; Depository services – Demat and web trade; Wealth management; Foreign exchange ; Principles of lending, concepts, regulations ; Retail lending – secured and unsecured; Home loan, car loan, loan against securities, Credit cards, personal loan and educational loan ;Business credit – working capital and term loan. Over draft cash credit, term loans, fund based and non-fund based; Priority sector lending – Agri credit, MSME ; NPA management		
Module 3: Strategies for Increasing CASA Deposits through Sales and Marketing		
Identify the targets and goals product wise for the year and for each month ; Plan the marketing mix for achieving the goals- segmenting targeting products positioning, resource planning ; Plan promotional activities to spread awareness; Collaborate with the team for assigning individual targets, review and performance support; Catchment mapping – Identify the area covered by the branch, identify different segments of customers, potential for business, banking needs, competition; Promotional activities and campaign for lead generation; Recording of leads, Understand the sales funnel, follow up suspects, identify prospect; Field visit route map – Plan the route and customer visits per day; Sales call review and monitoring		
Module 4: Selling Skills and Customer Relationship Management		
Continuous self- improvement Positive attitude, updated knowledge professional attire, etiquette, behavior, communication skills; Understanding customer segments and needs – Profiling of customers, analyzing customer’s financial goals, needs and banking transactions, identifying appropriate products to satisfy the needs; Sales process – Pre sale – fixing up appointments preparing the sales kit- Sales execution – Follow the five steps – opening,		

developing a need, proposing products based on benefits; Handing objections, different types of customers, practice the art of probing, listening and persuasion; Practice different type of closure, close the sale; Post – sale analysis, follow – up and service; Account opening – assist in documentation, completion of formalities and activation of account handing over account opening kit to client, explain how to use the features, explain fees and charges; Understanding customer needs and cross sealing appropriate products that satisfy the needs of customers; Customer service management – handing complaints, resolving issues; Building win-win relationships, balance compliance with service

Suggested Books/Articles/Links for References:

1. Uppal RK, Rimpi Kaur, Banking Sector Reforms in India, New Century Publications, New Delhi
2. Agarwal OP, Banking and Insurance, Himalaya Publishing House, Mumbai
3. Vijayaragavan Iyengar, Introduction to Banking, Excel Books, New Delhi
4. The Indian Institute of Bankers, Modern Banking, Mumbai
5. Indian Institute of Banking and Finance, Risk Management, Mumbai

Note: Latest edition of text books may be used.

Name of the Program: Master of Commerce		
Name of the Course: 4.3 (Finance) FOREX MANAGEMENT		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
<p>Course Outcomes: The purpose of this course is to give the students an exposure to the way foreign Exchange Market operates, to understand the principles of Currency valuation, techniques that can be used to hedge foreign exchange risk and to create an understanding on foreign exchange Management in India.</p>		
<p>Syllabus:</p>		
<p>Module 1: Elements for Foreign Exchange: International Monetary Systems: Concept, Gold standard, Fixed Exchange Rates, Flexible Exchange Rates, Managed Float System, Fluctuations in Foreign Exchange Rate: Causes and Effects - Need for stability in Foreign Exchange Rate. Introduction to Forex, Evolution, Importance, Features & Objectives, Foreign Exchange Market, Intermediaries, Exchange Rate Forecasting.</p>		
<p>Module 2: Determination of Exchange Rates: Types of Foreign Exchange Risks, Factors affecting exchange rates - International trade - Theories of determination of foreign exchange rates - The Law of One Price, Purchasing Power Parity, Interest Rate Parity, Flow Model, Asset Market Model. Balance of payment theory - Forecasting Forex Rates, Technical Forecasts, Economic Models, forecasting of fixed exchange rates from convertible currencies. Nominal Effective Exchange Rates and real Effective Exchange rates, Impact of exchange rate on BOP - Remedial measures taken by Government & Regulatory Authorities.</p>		
<p>Module 3: Forex Trading & Contracts: Forex trading infrastructure and networks, control's on order placing, direct and indirect quotas, cross rates, speculation, exchange arithmetic psychology of the forex trader, computerized trading programme, information analysis of trading, Problems on Direct and Indirect Quotes. Contracts - Hedging against Exchange Rate Fluctuations: Forwards, Options & Swaps - Problems.</p>		
<p>Module 4: Exchange Payments: Cash and Spot Exchange Markets, Eurocurrency Markets, The Role of Commercial Banks in exchange payments, Mechanics of Making Foreign Payment, SWIFT, LERMS, Costs Associated with International payments, Basket of Currencies.</p>		
<p>Module 5: Forex Risk Management – Meaning & Definition, Importance, Objectives, Features, Methods, Applications. Hedging, Speculation and Management of types of exposures in Forex Market. Using forward markets for hedging - hedging with money market, currency options and currency futures: problems. Internal & External Hedging Strategies - speculation in foreign exchange and money markets.</p>		
<p>Suggested Books/Articles/Links for References:</p> <ol style="list-style-type: none"> 1. Alan C Shapiro, Multi National Financial Management, 2. Clare C Gump, ABC of Foreign Exchange 3. Krishnamoorthy S, Guide to Foreign Exchange Regulations 4. Chaterjee A K, Principles of Foreign Exchanger 5. RAjwadi, Foreign Exchange Management 6. Keith Red Head, Financial Derivatives 7. V V Keshkamat , Foreign Exchange Arithmetic, - Vivek Publications ,Mumbai 8. C Jeevandam, Foreign Exchange Arithmetic and Risk Management, - Sulthanchand & Sons 9. B K Chaudhuri, Finance of Foreign Trade and Foreign Exchange- Himalaya 		

Publishing House

10. Harris Manville, International Finance.
11. Madhu Vij, International Finance.
12. Keith Pibean, International Finance.
13. Avadhani B.K, International Finance Theory and Practice.
14. R.M Srivastava , Multinational Financial Management.
15. P.A. Apte, International Financial Management.
16. Bndar D.C, International Finance.
17. Murthy E.N, International Finance & Risk Management.
18. M.L. Verma, Foreign Trade & Management in India.
19. Rao and Chary, International Finance.
20. Ramachandra & Others ; International Finance
21. Shapiro Alan. C., Multinational Financial Management, Prentice Hall, New Delhi.
22. Apte P.G, International Financial Management, Tata McGraw Hill, New Delhi.
23. Mcrae T.N and D.P Walkar, Foreign Exchange Management, Prentice Hall.
24. Evilt H.E, Manual of Foreign Exchange.
25. Holgate H.C.F, Exchange Arithmetic.
26. Rajwade A.V., Foreign Exchange Risk Management, Prentice Hall of India

Note: Latest edition of text books may be used.

Name of the Program: Master of Commerce		
Name of the Course: 4.4 (Finance) FINANCIAL PLANNING		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
<p>Course Outcomes: The Course in Financial Planning intent to enable critical thinking instudents with respect to analysis and application of innovative solutions to varied financial problems and make plan as per their financial situation.</p>		
<p>Syllabus:</p>		
<p>Module 1: Introduction to Financial Planning: Introduction, Meaning & Definition, Golden Rules of Financial Plan, Objectives, Process & Stages, Characteristics, Functions, Importance, 1H & 4W approach on Financial Plan, Financial Planning for Individual & Organisation, Life Cycle Approach, Formulation of Financial Plan, Financial Planning in India. Introduction to Financial Goals, Salient Features of Financial Goals, Stages of Financial Goals.</p>		
<p>Module 2: Introduction to Investment Avenues: Introduction to Investment Avenues, Risk and Return Analysis of: Direct Equity, Equity & Debt Mutual Funds, National Pension Scheme, Public Provident Fund, Provident Fund, Pension Fund, Bank Savings Account, Bank Fixed Deposit Account, Bank Recurring Deposit Account, Senior citizens' savings scheme, Pradhan Mantri Vaya Vandana Yojana (PMVVY), Real Estate, Precious Metals like Gold & Silver, RBI Taxable Bonds, Unit Linked Insurance Plans (ULIPs), Equity Linked Savings Scheme (ELSS), IPO, FPO, Gold Exchange Traded Funds (ETF), Unit Linked Insurance Plans (ULIPs), Sovereign Gold Bond Scheme, Commodities, Insurance Products, and others.</p>		
<p>Module 3: Developing Financial Plan: Introduction to Financial Plan, Meaning & Definition, Critical analysis of Investment Opportunities, Risks in Financial Plan, Risk Assessment of Individual and Companies in general. Steps in Financial Plan, Factors considered for Financial Plan, Evaluation & Revision of Financial Plan.</p>		
<p>Module 4: Retirement & Tax Benefits: Introduction, Meaning & Definition, Objectives, Importance, Types of Retirement Plans, Savings Pattern for Retirement Benefits, how to plan your Retirement? Retirement Plans in India. Introduction to Tax Benefit Schemes, Meaning, Types, Benefits, Tax Benefit Plans in India.</p>		
<p>Module 5: Chartered Financial Planner & Analysts: Introduction, Meaning & Definition, Objectives, Characteristics of Chartered Financial Planner and Analyst, Steps in Financial Planning, Importance, Organisational Hierarchy. Factors to be considered for Investment & revision of portfolio, employment opportunities for Financial Planner & Analysts in India and abroad.</p>		
<p>Suggested Books/Articles/Links for References:</p> <ol style="list-style-type: none"> 1. Sinha, "Financial Planning: A Ready Reckoner", McGraw Hill Publications 2. Dr. Pradip Kumar Sinha & Dr. Ajit S. Thite, " Personal Financial Planning Management", Nirali Prakashan 3. Buffet, Marry and Clark, David . Warren Buffett and the Interpretation of Financial Statement. Unit(s) - I, II. 4. Fisher, A. Philip . Common Stocks and Uncommon Profits. Wiley. 5. Unit(s)- I, II Graham, Benjamin . The Intelligent Investor. Unit(s) - I, II Keown, A. J. (2017). Personal Finance – Turning money into wealth. Pearson Publication, Unit(s) - III,V. 6. Khurshed, Arif ; Initial Public Offerings: The mechanics and performance of IPOs, Harriman House Publishing. 7. Unit(s) - IV Madura, Jeff ; Personal Finance. Pearson. Unit(s) I, III, V 		

8. Soota, Ashok and Gopalan, S. R.; Entrepreneurship Simplified: From Idea to IPO. Penguin Random House India. Unit(s) - IV Spier, Guy (2014). The Education of Value Investor. Palgrave. Unit(s) - I, II .

Note: Latest edition of text books may be used.

Name of the Program: Master of Commerce		
Name of the Course: 3.1 INTELLECTUAL PROPERTY RIGHTS		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
<p>Course Outcomes: On successful completion of the course, the students will understand fundamental aspects of Intellectual Property Rights to students who are going to play a major role in development and management of innovative projects in industries and an ample scope of knowledge on copyrights and its related rights and registration aspects.</p>		
<p>Syllabus:</p>		
<p>Module 1: Introduction to IPR: Introduction and the need for intellectual property right (IPR) -Kinds of Intellectual Property Rights: Patent, Copyright, Trade Mark, Design, Geographical Indication, Plant Varieties and Layout Design – Genetic Resources and Traditional Knowledge –Trade Secret - Nature of Intellectual Property - Industrial Property - Technological Research, Inventions and Innovations – Important examples of IPR. - IPR in India. Genesis and development – IPR in abroad - Major International Instruments concerning Intellectual Property Rights: Paris Convention, 1883, Berne Convention, 1886, Universal Copyright Convention, 1952, WIPO Convention, 1967, Patent Co-operation Treaty, 1970, TRIPS Agreement, 1994 and others.</p>		
<p>Module 2: Registration & Laws of IPR: Meaning and Practical aspects of registration of IPRs in India and Abroad: Registration Process in India, Office of the Controller General of Patents, Designs & Trade Marks (CGPDTM), National IPR Policy – Features. Laws of IPR: Patents Act, 1970, Trade Mark Act, 1999, The Designs Act, 2000, The Geographical Indications of Goods (Registration and Protection) Act, 1999, Copyright Act, 1957, The Protection of Plant Varieties and Farmers’ Rights Act, 2001, The Semi-Conductor Integrated Circuits Layout Design Act, 2000, Aesthetic Values and Trade Secrets, Utility Models and others. Personal Data Protection Bill 2019. Career Opportunities in IPR.</p>		
<p>Module 3: Patents & Copy Rights: Patents - Elements of Patentability: Novelty, Non-Obviousness (Inventive Steps), Industrial Application - Non - Patentable Subject Matter - Registration Procedure, Rights and Duties of Patentee, Assignment and licence, Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties - Patent office and Appellate Board. Nature of Copyright - Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings - Registration Procedure, Term of protection, Ownership of copyright, Assignment and licence of copyright - Infringement, Remedies & Penalties – Related Rights - Distinction between related rights and copyrights.</p>		
<p>Module 4: Trade Marks & others: Concept of Trademarks - Different kinds of marks (brand names, logos, signatures, symbols, well known marks, certification marks and service marks) - Non-Registrable Trademarks - Registration of Trademarks - Rights of holder and assignment and licensing of marks - Infringement, Remedies & Penalties - Trademarks registry and appellate board. Plant Variety Protection & Layout Design Protection: Registration procedure</p>		
<p>Module 5: Design & Geographical Indicators (GI): Design: meaning and concept of novel and original - Procedure for registration, effect of registration and term of protection. Geographical indication: meaning, and difference between GI and trademarks - Procedure for registration, effect of registration and term of protection.</p>		
<p>Suggested Books/Articles/Links for References:</p> <ol style="list-style-type: none"> 1. Nithyananda, K V. (2019). Intellectual Property Rights: Protection and Management. India, IN: Cengage Learning India Private Limited. 2. Neeraj, P., & Khusdeep, D. (2014). Intellectual Property Rights. India, IN: PHI learning 		

Private Limited.

3. Ahuja, V K. (2017). Law relating to Intellectual Property Rights. India, IN: Lexis Nexis.
4. Subramanian, N., & Sundararaman, M. (2018). Intellectual Property Rights – An Overview. Retrieved from <http://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pdf>
5. World Intellectual Property Organisation (<https://www.wipo.int/about-ip/en/>)
6. Office of the Controller General of Patents, Designs & Trademarks (<http://www.ipindia.nic.in/>)
7. Journal of Intellectual Property Rights (JIPR): NISCAIR
8. Deborah E. Bouchoux, –Intellectual Property: The Law of Trademarks, Copyrights, Patents and Trade Secrets, Cengage Learning, Third Edition, 2012.
9. Prabuddha Ganguli, Intellectual Property Rights: Unleashing the Knowledge Economy, McGraw Hill Education.
10. Edited by Derek Bosworth and Elizabeth Webster, The Management of Intellectual Property, Edward Elgar Publishing Ltd.
11. V. Scople Vinod, Managing Intellectual Property, Prentice Hall of India pvt Ltd.
12. Sunita K. Sreedhararn , An Introduction to Intellectual Asset Management.
13. Patrick H. Sullivan, Profiting from Intellectual Capital: Extracting Value from Innovation
14. Tulika Rastogi, IP Audit: Your Way to Healthy Organisation
15. Gordon V. Smith and Russell L. Parr, Valuation of Intellectual Property and Intangible Assets, 3rd Edition
16. Bruce Berman, From Assets to Profits: Competing for IP Value and Return (Intellectual Property-General, Law, Accounting & Finance, Management, Licensing, Special Topics).

Note: Latest edition of text books may be used.

Name of the Program: Master of Commerce		
Name of the Course: 3.2 LOGISTICS and SUPPLY CHAIN MANAGEMENT		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
Course Outcomes: On successful completion of the course, the Students will be able to understand the concepts of Logistics and also to understand the importance Supply Chain Management in different kinds of Industries.		
Syllabus:		
Module 1: Elements of Logistics & Supply Chain Management: Introduction - Positioning of Information in Logistics and Supply Chain Management - Logistics Information System (LIS) - Operational Logistical Information System -Emerging Technologies in Logistics and Supply Chain Management, Growth of Logistics and Supply Chain Management in national and international scenarios.		
Module 2: Value Chain Management: Value Chain - Functions and Contributions - Supply Chain Effectiveness and Indian Infrastructure - Framework for Supply Chain Solution - Outsourcing and 3PLs - Fourth-party Logistics (4PLs) -Supply Chain Relationships - Conflict Resolution Strategies for Harmonious Relationships.		
Module 3: Supply Chain Sustainability- Triple Bottom Line -Profit, Planet, People-CSR-Ethics in Supply Chain Management.		
Module 4: Supply Chain Partners: Introduction- Concepts of Warehousing- Types of Warehouse- Functions of Warehousing- Strategic Warehousing, Warehouse Operations, Ownership Arrangements, Warehouse Decisions, Warehouse Management Systems, Packaging Perspectives, Packaging for Material Handling Efficiency, Materials Handling, Supply Chain Logistics Design: Global Strategic Positioning; Global SC Integration, SC Security, International Sourcing, Distribution control & evaluation.		
Module 5: Supply Chain and Logistics Administration: Relationship Development Management- Relationship Management, Customer Relationship Management (CRM) Focus, Internal Supply Chain Management (ISCM) Focus, Supplier Relationship Management (SRM) Focus. Operational Performance, Financial Performance, Social Performance		
Suggested Books/Articles/Links for References:		
<ol style="list-style-type: none"> 1. Nandi S. K, Logistics Management, Oxford publications 2. Christopher Martin, Logistics and Supply Chain Management, Pearson 3. Bowersox, Supply Chain Logistics Management, McGraw Hill 4. Gaurdin, Kent N., Global Logistics Management (2001), Blackwell Publishers Ltd., Oxford. 5. Martin Christopher, Logistics and Supply Chain Management, Financial Times Management, Pitman Publishing, London. 6. Kapoor Satish K., and Kansal Purva, Basics of Distribution Management: A Logistical Approach', Prentice HALL of India 7. D K Agrawal, Distribution and Logistics Management: A Strategic Marketing Approach ', Macmillan publishers India. 8. Alan Ruston, Phil Crouches, Peter Baker, The Handbook of Logistics and Distribution Management kogan page India new Delhi. 9. Stuart Russell and Peter Norvig ; "Artificial Intelligence: A Modern Approach". 10. Nils J Nilsson ; "Artificial Intelligence: A New Sythesis" 		
Note: Latest edition of text books may be used.		

Name of the Program: Master of Commerce		
Name of the Course: 3.4 (Accounts) STRATEGIC COST MANAGEMENT - I		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
<p>Course Outcomes: On successful completion of the course, the Students will be able to understand the internal environment of business and to enable them to formulate strategies relating to cost.</p>		
<p>Syllabus:</p>		
<p>Module 1: Costing Strategy: Influence of different classification of cost elements on business enterprise, Importance of analysing cost elements, cost control and cost reduction: meaning, process, methods and techniques of cost control and cost reduction, cost management: areas of cost management, difference between cost management and cost accounting, role of cost accounting in strategic planning and management control.</p>		
<p>Module 2: Activity Based Costing System: Introduction to traditional methods of overhead absorption, problems of overhead absorption system under Traditional System, introduction to ABC, Kaplan and Coopers approach to ABC, cost drivers and cost activities, allocation of overheads under ABC, Characteristics of ABC, benefits from adaptation of ABC System, problems on comparison between traditional system and ABC system(Problems)..</p>		
<p>Module 3: Life Cycle Costing: Meaning of LCC, factors affecting Life cycle costing, phases in product life cycle, characteristics, product life cycle and cost control. Experience curve in product life cycle costing. Project life cycle costing: Meaning, categories of project life cycle costs, optimization of project life cycle costs(Problems).</p>		
<p>Module 4: Just in Time, Kaizen and Lean Costing: JIT – features, methodology in implementation of JIT, Benefits of JIT ((Problems)). Kaizen Costing: concept, procedure for implementation, evaluation, benefits of Kaizen costing. Lean Cost Management: Meaning, definition, factors, applications, procedure to implementation, comparison with traditional management system, Modern production management techniques, benefits and drawbacks of Lean Cost Management (Problems).</p>		
<p>Module 5: Strategic Cost and Performance Evaluation: Integration of strategic cost management with performance evaluation, Strategic cost management issues in different elements of cost; material, labour and overheads; product design, value analysis and value engineering, strategic analysis of cost, business process re-engineering, benchmarking.</p>		
<p>Suggested Books/Articles/Links for References:</p> <ol style="list-style-type: none"> 1. Ravi. M. Kishore, Cost Management, Taxman, Allied Services (p) Ltd., 2. Sharma & Shashi. K Gupta ; Cost & Management Accounting Kalyani Publishers 3. Arora M N – A Text book of Cost & Management Accounting, Vikas Publishing, New Delhi 4. Lal Jawahar, Srivastava Seema. Cost Accounting, 5th Edition, Tata Mcgraw-Hill, Delhi 5. S.K.R. Paul, <i>Management Accounting</i>, New Central Book Agency Private Ltd., Calcutta. 6. Horngren T. Charles, Datar M. Srikant and Rajan V. Madhav. Cost Accounting: A Managerial Emphasis, 15th Edition, Prentice Hall publishers, Delh 7. Roger Cowe, <i>Hand Book of Management Accounting</i>, A Grower Handbook. 8. S. Mukherjee & A.P. Roychowdhury, <i>Advanced Cost and Management Accountancy</i>, New Central Book Agency, Calcutta 9. Brown & Haward, Mac Donald , Evans, <i>Principles of Management Accountancy</i>, London. 10. John K. Shank, <i>Cases in Cost Management: A Strategic Emphasis</i>, South-Western Publishing, Thomson Learning. <p>Note: Latest edition of text books may be used.</p>		

Name of the Program: Master of Commerce		
Name of the Course: 3.5 (Finance) INNOVATIONS IN BANKING & TECHNOLOGY		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
Course Outcomes: The students can understand the crux of core banking solutions and applications of cognitive banking and technology on Banking Operations.		
Syllabus:		
Module 1: Introduction to Banks: Bank, Banker, Banking, Evolution, Role of Banking System in India, Classification, Objectives, Functions, Schedule v/s Non-Schedule, Public v/s Private, Traditional v/s Modern Payment Banks, Banking System in India.		
Module 2: Core Banking: Introduction, Meaning & Definition, Characteristics, Pros and Cons, Evolution of Bank Management - Technological Impact in Banking Operations - Total Branch Computerization - Concept of Opportunities - Centralized Banking - Concept, Opportunities, Challenges & Implementation.		
Module 3: Cognitive Banking: Introduction, Meaning & Definition, Characteristics, Pros and Cons, Fintech Technologies in Banking - Industrialisation 4.0, Artificial Intelligence, Cognitive Banking, Blockchain Technology and Cloud Computing: How it works? Cognitive Analytics, AI Tools in Banking Industry, Robotics in Banks.		
Module 4: Technology in Banking – Plastic Card, Wireless / Wired Point of Sale Machines, BarCode & QR Code Payment, Recent developments in Payment Systems, e-KYC, Truncated Cheque, NFS, MICR, EFT, ECS, NEFT, RTGS, IMPS, AEPS, USSD, UPI, E-Wallet, Mobile Point of Sale, M-Banking Services and Nano Banking.		
Module 5: Frauds in Banking Industry: Introduction, Types of Frauds, Issues in online and offline Banking System, Financial Scams, Online Scams, Precautionary Measures to be taken by Banks and Customers, OTP, TTP, Security measures by Banks in India.		
Suggested Books/Articles/Links for References:		
<ol style="list-style-type: none"> 1. Ramashish Purvey, New Dimensions of Indian Banking, Serials Publications. 2. M. Revathy Sriram, P. K. Ramanan, R. Chandrasekhar, "Core Banking Solution - Evaluation of Security and Controls", PHI learning private limited. 3. Indian Institute of Banking & Finance; Advanced Bank Management, Macmillan publication. 4. Indian Institute of Banking & Finance; Principles & Practices of Banking. Macmillan Publication. 5. Jessica, K. Financial Services Information Systems (2 ed.). Auerback publications 6. Indian Institute of Banking & Finance, Bank Financial Management, Macmillan publication. 7. Srivastava, & Divya, Nigam, Management of Indian Financial Institutions, Himalaya Publishing House. 8. Vasant, Joshi & Vinay, Joshi, Managing Indian Banks- Challenges Ahead, sage publications. 9. M. Y. Khan, Indian Financial System, Tata McGraw Hill. 10. O.P, Bhat & K. K, Saxena, Bank marketing, skylark publications. 11. https://blog.gft.com/blog/2019/02/11/cognitive-banking-building-the-bank-of-the-future/ 12. https://tearsheet.co/wtf/wtf-is-cognitive-banking/ 13. https://personetics.com/cognitive-banking/ 14. https://www.finextra.com/blogposting/15588/top-5-fintech-and-banking-trends--cognitive-banking-enables-ai-to-create-solutions-based-on-bigdata 		
Note: Latest edition of text books may be used.		

Name of the Program: Master of Commerce		
Name of the Course: 1.2 INTERNATIONAL BUSINESS ENVIRONMENT		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
<p>Course Outcomes: On successful completion of the course, the Students will be able to learn nature, scope and structure of Global Business Environment, and understand the influence of various environmental factors on global business operations.</p>		
<p>Syllabus:</p>		
<p>Module 1: International Business & Environment: Importance, nature and scope of International business; Modes of entry into International Business; globalization process and managerial implications; multinational corporations and their involvement in global Business: Issues in foreign investments, technology transfer, pricing and regulations. Introduction to Economic environment - political and regulatory environment - demographic environment - social, cultural and technological environment.</p>		
<p>Module 2: International Economic Environment: Regional integration and trade blocks - Types of integration - theory of customs union, European union - regional groupings - integration of developing countries - ASEAN, SAARC, SAPTA, global commodity agreements - quota agreements - Cartels - Bi-lateral & Multi-lateral contracts - Economic institutions - International Monetary Funds (IMF) - World Bank, Asian Development Bank, UNCTAD, UNIDO, International Trade Centre, WTO, GATS, TRIM, TRIPS.</p>		
<p>Module 3: International Trade and Investment Environment: Government Influence on Trade: Trade in merchandise - Trade in services - Global sourcing - degree of dependence - balance of payments - trade and BOP of India. Cultural contacts of global management - Understanding the role of culture - communicating across cultures - cross cultural negotiations and decision making. Types and significance of foreign investments - factors affecting global investment - growth and dispersion of FDI - cross border mergers and acquisitions - foreign investment in India - The New Policy - EURO/ADR issues - M & A - Indian companies going global.</p>		
<p>Module 4: Multi National Corporation: Definition and Meaning - Importance and dominance of MNCs - Code of conduct - MNCs in India Transnational Companies and Global Companies - Their nature, Transfer of Technology - global competitiveness - indicators of competitiveness - competitive advantage of nations - Technology and Global competitiveness. global Operations - Global supply chain management - global manufacturing strategies - factors affecting global HRM and staffing policy - global negotiations - global asset protection - Protection of IPRs.</p>		
<p>Module 5: Social Responsibilities and Ethics: Social Responsibilities and Ethics, MNE Social Responsibilities - philanthropic Responsibility, Ethical Responsibility, Legal Responsibility, Economic Responsibility, Foreign Corrupt Practices Act, Cases.</p>		
<p>Suggested Books/Articles/Links for References:</p> <ol style="list-style-type: none"> 1. P Subba Rao, International Business, Himalaya Publications 2. O P Agarwal, International Business, Himalaya Publications 3. Aswathappa. K., International Business, Tata McGraw Hill 4. Darrell Mahoriy, etal, International Business, Longman. 5. Charles W.L. Hill, International Business, McGraw - Hill. 6. John D. Daniels, etal, International Business, Pearson Education. 7. Don Ball and Wendell McCulloch, International Business, McGraw - Hill. 8. A.V. Vedipurishwar, The Global CEO, Vision Books. 9. Dr. Ansarul Haque, Dr. S. Porkodi, International Business Environment, Global Academic Publishers & Distributors, 2nd Edition, 2015 J. Stewart Black Anant K. Sundaram, The International Business Environment 		

1st Edition, Pearson, 2015

11. Aniket Shonak, International Business Environment, Straight Forward Publishers (P) Ltd., 2011
12. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
13. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
14. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth
15. Hill, C., Cronk,T., & Wickramasekera, R. (2011). Global Business Today: An Asia Pacific Perspective. 2nd Edition. McGraw-Hill
16. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
17. HILL Charles W.L. (2011), International Business: Competing in the Global Marketplace (8/E.), McGraw-Hill

Note: Latest edition of text books may be used

Name of the Program: Master of Commerce		
Name of the Course: 1.3 STRATEGIC FINANCIAL MANAGEMENT		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
<p>Course Outcomes: On successful completion of the course, the Students will be able to understand the advanced tools and techniques used in evaluating projects for financial decisions. The theories on financial management concepts will help the students to attain a greater anatomy on effective financial decision making in business.</p>		
<p>Syllabus:</p>		
<p>Module 1: Introduction to Finance: Introduction to Finance: Concept, Meaning, Principles & Types of Finance, Functions of Finance, Financing Decisions, Factors influencing Financial Decisions, Objectives of Corporate Financial Decisions. Introduction to Financial Management, Meaning & Definition, Evolution, Scope, Methods, Importance, Functional areas of Modern Financial Management, Financial Management Process. Planning and Policy; Approaches to Capital Structure: Net Income Approach, Net Operating Income Approach, The Traditional approach, Modigliani & Miller Approach - Concept & Problems. Optimal Capital Structure: Meaning & Concept, Trade-Off-Theory v/s Pecking Order Theory, EBIT - EPS Approach - Concept & Problems.</p>		
<p>Module 2: Investment Decisions: Introduction to Investment Decisions: Meaning, Need and Factors, Efficient Investment Analysis. Introduction to Capital Budgeting Decisions - Meaning, Features, Process and Factors, Capital Budgeting Techniques: Traditional and Modern Techniques, Varying Opportunity Cost of Capital, NPV v/s IRR, Incremental IRR, Modified Internal Rate of Return (MIRR) - Concept, Evaluation Criteria & Problems, Fisher's Rate and Aggregate Capital Needs in Investment Decisions, Project Selection under Capital Rationing: Meaning, Types, Pros & Cons, Problems on Divisible & Indivisible Projects, Multi-Period Capital Rationing, Capital Budgeting under Inflationary Conditions.</p>		
<p>Module 3: Risk Analysis in Capital Budgeting: Risk Analysis in Capital Budgeting - Meaning, Analysis of Risk and Uncertainty, Sources and Perspectives of Risk, Measurement of Risk, Nature of Risk in Capital Budgeting Decisions, Techniques for Risk Analysis: Risk Adjusted Discount Rate, Certainty Equivalent Method, Probability Method, Sensitivity Analysis, Scenario Analysis, Simulation Analysis, Hiller Model, Break-Even Analysis, Corporate Risk Analysis, Decision Tree Analysis - Sequential Investment Decisions, Market Risk Analysis - Concept & Problems, Backward Induction Method, Utility Theory and Capital Budgeting.</p>		
<p>Module 4: Corporate Restructuring: Introduction to Corporate Restructuring: Mergers, Acquisitions, Takeovers, Spinoff, Synergies, Strategic Alliance, Joint Venture, Leveraged Buyouts, Management Buyouts (MBO) & Buy-in (MBI), Franchising, Intellectual Property Rights (IPRs), Sell-off, Demerger, Disinvestment v/s Divestment, Slump Sale, Reverse Merger, Equity Carveout - Concept & Types. Valuation under M&A: Discounted Cash Flow Method (DCF), Price-Earnings Ratio (P/E Ratio), EPS Approach, Enterprise-Value-to-Sales Ratio (EV/Sales), Replacement Cost Method - Concept & Problems.</p>		
<p>Module 5: Dividend & Working Capital Decisions: Introduction to Dividend Decisions, Meaning & Definition, Forms of Dividend, Types of Dividend Policy, Significance of Dividend, Impact of Dividend Policy on Company, Factors affecting Dividend Policy, Dividend Decision Theories - Walter's Model, Gordon's Model, MM Theory - Concept, Assumptions, Formula, Criticisms & Problems. Introduction to Working Capital, Meaning & Definition, Types of Working Capital, Significance of Adequate Working Capital - Evils of Excess or Inadequate Working Capital - Determinants of Working Capital - Sources of Working Capital, Techniques for managing Working Capital - Concept & Problems.</p>		

Suggested Books/Articles/Links for References:

1. G. Sudarsana Reddy, Financial Management, HPH.
2. Khan & Jain, Financial Management, Tata McGraw Hill.
3. I.M. Pandey, Financial Management, Viaks Publishing House
4. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw Hill
5. Schall & Haley, Financial Management, McGraw Hill, New york.
6. Sudhindra Bhat, Financial Management: Principles and Practice, Excel Books India
7. Patel Bhavesh, Fundamentals of Financial Management, Vikas Publications
8. Sharan, Fundamentals of Financial Management, Pearson Education India
9. Shri. Narendra Singh, Advanced Financial Management, HPH.
10. Dr. B. G. Sathya Prasad & M. N. Arora, Management Accounting and Financial Management, HPH.

Note: Latest edition of text books may be used.

Name of the Program: Master of Commerce		
Name of the Course: 1.4 ADVANCED RESEARCH METHODOLOGY		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
<p>Course Outcomes: On successful completion of the course, the Students will be able to learn concepts, tools and techniques of the methodology of business research. It also gives an opportunity to do a research / consultancy project in future.</p>		
<p>Syllabus:</p>		
<p>Module 1: Introduction to Research: Introduction to Research: Meaning, Characteristics, Objectives, Motivation in Research, Types, Methods, Significance, Process, Approaches, Criteria of Good Research. Concept of Theory, Empiricism, Deductive and Inductive Theory. Introduction to Ethics in Research, Plagiarism, Limitations and Ethical Issues in Research, Software for Detection of Plagiarism, Problems encountered by researchers in India.</p>		
<p>Module 2: Research Topic & Research Design: Selecting a Topic for Research, Types of Research Problems in Social Science, Components & Sources of Research Problem, Techniques involved in Defining Problem, Definition of Problem and Evaluating Problem, Review of Literature: Need, Purpose & Note Taking, Research Gap Identification. Introduction to Research Design: Meaning, Need & Importance, Types & Uses of Research Design, Features of Good Research Design, Types of Research Design - Concept, Pros & Cons. Qualitative, Quantitative and Mixed Research Designs, Variables in Research: Introduction, Meaning, Types.</p>		
<p>Module 3: Scales of Measurement & Data Processing: Scales of Measurement: Types of Data Measurement Scale, Techniques of Data Scaling, Goodness of Measurement Scales, Deciding the Scale, Validating the Scale. Data Processing: Processing and Distribution - Field Work Validation - Tabulation - Editing - Coding - Classification and Tabulation of Data - Presentation - Graphical Representation. Reliability and Validity: Meaning, Types and Need. Sources of Data: Primary and Secondary Sources - Qualitative and Quantitative Methods of Data Collection, Constructing Questionnaire, Standardized Questionnaire, Questionnaire v/s Schedules.</p>		
<p>Module 4: Sampling & Hypothesis: Introduction to Sampling: Concepts of Population, Sample, Sampling Frame, Sampling Error, Sample Size, Characteristics of a good sample, Types of Sampling - Probability and Non-Probability, Determining Size of the Sample, Sample v/s Census, Introduction to Hypothesis: Meaning, Concepts & Types. Type I and Type II Errors, Level of Significance, Testing of Hypotheses: Concepts, Steps in Testing of Hypothesis, P - Value Approach.</p>		
<p>Module 5: Statistical Tests & Software's: Univariate and Multivariate Data Analysis, Descriptive vs Inferential Analysis - Descriptive Analysis of Univariate Data and Bivariate Data, Parametric and Non-Parametric Tests, Correlation Analysis, Multiple regression analysis, t-Test, Z-Test, F-Test, Chi-Square, ANOVA and Econometrics Model - Concept & Problems. Importance of Report Writing - Types of Reports, Footnotes and Bibliography, Reference Management Software like Zotero/Mendeley, Research Software like SPSS, AMOS, GRATEL, R TOOLS., PYTHON, etc.</p>		
<ul style="list-style-type: none"> • In the place of Internal Assessment, Practical Tests shall be conducted through Statistical software packages (SPSS, AMOS) for Research. • Practical Examination will be conducted by the BOE. 		

Suggested Books/Articles/Links for References:

1. Moses, C.A. Survey Methods in Social Investigation.
2. Goode & Hatt, Methods in Social Investigation.
3. William Emory, Business Research Methods.
4. Vernon Colver & H.L. Balsleg, Business Research Methods.
5. Krishnaswamy O.R, Methodology of Research in Social Sciences, Himalaya Publishing house.
6. Kothari. C.R, Methodology of Research, Vikas Publishing House.
7. K.R. Sharma, Research Methodology, National Publishers, Jaipur.
8. Wilkinson & Bhandarkar, Methodology and Techniques of Social Research.
9. Cooper D.R and P.S. Schindler, Business Research Methods, Tata McGraw Hill.
10. C.S. Raydu, E-Business of E-Commerce, HPH
11. Dr. Usha Devi, Business Research Method, HPH
12. J.K Sachdeva, Business Research Methodology,
13. William Emory, Business Research Methods.
14. Dr. O. R. Krishnaswami, "Business Research Methods", Himalaya Publishing House,2020, Mumbai.
15. P.K. Mozi, Research Methodology, HPH
16. Dr. Usha Devi, Business Research Method, HPH

Note: Latest edition of text books may be used.

Name of the Program: Master of Commerce		
Name of the Course: 1.5 PRINCIPLES AND PRACTICES OF BUSINESS DECISIONS		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
<p>Course Outcomes: To familiarise students with key macro-economic variables and their behaviour, and enable them to critically evaluate different economies and to enable students to integrate macroeconomic analysis into business decisions.</p>		
<p>Syllabus:</p>		
<p>Module 1: Introduction to Economics: Introduction to economics, macroeconomics, and its interface with business and industry. Nature and Scope of managerial economics. Objectives of the firm, Economic, Managerial and Behavioural theories of the firm. Resources and Goals of an economic systems, Perfect Market, Free market and Mixed Economy. National Income and product concept, computation of National Income and related aggregates, problems in computation of national income. Concept of GDP, GNP, NDP and NNP.</p>		
<p>Module 2: Public Financial Policy: Public Finance branches - Principle of maximum social advantages - Sources of public revenue - canons of taxation - direct and indirect taxes - impact and incidence - effects of taxation on production, consumption and distribution side of economy - recent policy changes in direct and indirect - public expenditure - causes for growth - effects of public expenditure - public debt - sources of public borrowing - methods of debt redemption debt trap - budget - types and deficit.</p>		
<p>Module 3: Demand Analysis & Consumer Choice: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; price elasticity, income elasticity and cross elasticity - Using elasticity in managerial decisions; numerical problems and case studies. Introduction to Consumer Choice, Sovereignty, Cardinal and ordinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques; numerical problems and case studies.</p>		
<p>Module 4: Production Theory: Production function - production with one and two variable inputs, Stages of production; Economies of scale; Estimation of production function; cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter-relationship; Law of returns to scale; numerical problems and case studies.</p>		
<p>Module 5: Pricing Practices & Strategies: Determinants of pricing policy, pricing methods: Marginal Cost Pricing, Target Rate Pricing, Product Line Pricing, administered pricing, competitive bidding, dual pricing, transfer pricing. Price discrimination: requirements, types and dumping strategies. Pricing over product life cycle: skimmed pricing, penetration pricing, product -line pricing and price leadership. Impact of pricing on business decisions.</p>		
<p>Suggested Books/Articles/Links for References:</p> <ol style="list-style-type: none"> 1. M.L. Seth Monetary Economics, Vikas Publishing 2. M.C. Vaish - Micro and Macro Economics, Vikas Publishing 3. KPM Sundaram - Indian Economy, S. Chand Publishing 4. Maheshwari K.L. & Varshney R.L - Managerial Economics, Sultan Chand & Sons 5. M.L. Seth - Macro Economic Theory - Vikas Publishing 6. I.C. Dhingra - Indian Economy, Sultan Chand & Sons. 7. Suraj B. Gupta, Monetary Economics, S. Chand & Company. 8. P.L Mehta; Managerial Economics, Sultan Chand & Sons, New Delhi.12 9. 2R.L Varshney and K.L Maheshwari; Managerial Economics, Sultan Chand & Sons, Delhi. 10. Karma Pal : Managerial Economics, Excel Books. 11. S.K. Chakapaborti, Macroeconomics, HPH 		

12. Gupta G. S. - Macroeconomic theory- Tata Mc-Graw Hill publications
13. Dr. M. Muniraju, Macro Economics for Business Decisions, HPH,
14. Samuelson, Paul – Economics, Tata Mc-Graw Hill publications
15. Dornbush R & Fisher S – Macroeconomics – Tata Mc-Graw Hill publications
16. Blanchard O. J & Stanley Fischer – Lectures on Macro-economics – Tata Mc Graw Hill publications
17. Misra & Puri, Indian Economics, HPH
18. Dwivedi D N – Managerial Economics – Vikas publications
19. J. K. Bhagawathi – Economics of Underdeveloped Countries – All India Traveler Book Seller Publishing Company.
20. A. K. Agarwall – Indian Economics – Problems of Development and planning – D.K Publishers.
21. V. K. R. V. Rao - National Income of India – 1950 to 1980 Sage Publishers
22. Bimal Jalan – India’s Economic Crisis, Oxford, IBM.
23. Rangarajan C. – Principles of Macro Economics, Tata McGraw Hill Pub co.
24. Vaish M. C – Macro Economic Theory – Willey Eastern
25. Jha. R – Contemporary Macroeconomic Theory and Policy
26. Schultze C. L – National Income Analysis
27. Bramhananda P R & V R Panchamukhi – Development process of Indian Economy Survey (Various issues) – Ministry of Finance Government of India Publications, New Delhi.
28. Sheth M. L – Macroeconomic theory – S.Chand, New Delhi.
29. Bhole. L.M, Financial Institutions and Markets, Tata McGraw Hill.
30. Frank R.H: Principles of Macroeconomics, Tata McGraaw Hill.
31. Colander: Macroeconomics TMH.
32. Fischer and Blanchard: Lecturer and Macroeconomics PHI.
33. Turnovsky: Methods of Macroeconomics Dynamis, PHI.

Note: Latest edition of text books may be used

Name of the Program: Master of Commerce		
Name of the Course: 1.6 BUSINESS COMMUNICATIONS		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs
<p>Course Outcomes: To sharpen the Analytical, written, non-verbal, Spoken Communication and interpersonal skills essential in organizations involving Decision making and implementation. To demonstrate good team work and negotiation skills.</p>		
<p>Syllabus:</p>		
<p>Module 1: Introduction to Corporate Communication Nature of Corporate Communication, Advantages of Corporate Communication, Corporate Communication for Managerial Functions, Networked Communications, Meta Communications system in Organization. Formal and Informal Communications in Organizations, Cost of poor Decisions and Communication gap. Importance of Corporate communication for value creation , Communication mechanism with stake holders- Corporate liasoning, The Role of C-Suite executives in Corporate Communication and Decisions.</p>		
<p>Module 2: Public Speaking Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings, Role of Public speaking for better navigation by executives and Managers in Organizational Hierarchy, Public speaking for developing leadership skills, Trouble shooters and corporate communications.</p>		
<p>Module 3: Soft skills How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Etiquettes - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette.</p>		
<p>Module 4: Presentation skills of Executives and Employees Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of Audio-visual media, Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation.</p>		
<p>Module 5: Technology in Corporate Communication. Web /video conferencing, tele-meeting. Virtual Meeting Mechanisms-etiquette, personation skills, Work from home communications, E-Training and performance appraisal Physical Appearance; Communication Style; Content of Communication, Emerging Trends in Virtual Communication.</p>		

Suggested Books/Articles/Links for References:

1. Monipally MM, Business Communication Strategies, McGraw Hill
2. Bovee, Till and Schatzman, Business Communication today, Pearson
3. Scot Ober, Contemporary Business Communication, Biztantra
4. Parag Diwan, Business Communication, Excell books
5. Murphy, Effective Business Communication, McGraw-hill
6. Teaching and learning Resources;
http://eff.cls.utk.edu/fundamentals/eff_standards.htm
<http://www.ndted.org/teachingResources/ClassroomTips/Communication.htm>

Note: Latest edition of text books may be used.

Name of the Program: Master of Commerce		
Name of the Course: 1.7 INFORMATION TECHNOLOGY FOR BUSINESS		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	45 Hrs
<p>Course Outcomes: On successful completion of the course, the students will be able to understand E-Commerce Business Models, Security Threats & Protections as well as application of Technology in every corner of the business in the world.</p>		
<p>Syllabus:</p>		
<p>Module 1: Introduction to E-Commerce and EDI: Introduction, E-Commerce - Definition, History of E-commerce, Online Extension of a BA Introduction to E-Commerce: Introduction, E-Commerce - Definition, History of E-commerce, Online Extension of a BAM Model, Transition to E-Commerce in India, E-Commerce v/s Traditional Commerce, E - Commerce v/s E - Business. Electronic Commerce - Cutting Edge Technologies, Strengths, Weakness, Opportunities and Challenges of E-Commerce, Components of E-Business, E-Commerce Business models - B2C, B2B, C2B, C2C, B2G, C2G, Brokerage, Advertising, Infomediary, Merchant, Manufacturer (Direct), Affiliate, Community, Subscription, Utility. Ecommerce Business Revenue Models & Types, Impact of E-Commerce on business, Successful Business Models in India. Electronic Data Interchange (EDI): Meaning & Definition, History & Evolution, Uses, EDI Standards, EDI Working Concept, Implementation difficulties of EDI, Financial EDI.</p>		
<p>Module 2: Hardware and Software for E-Business: Web Servers - Browsers - Server Software- Web Authoring Tools - Database System - World Wide Web - Domain Name - Hardware requirements, Brief on Shopping Cart, Point of Sale, Wireless Payment Device, Strategies for Web Auction, Virtual Communities, Web Portal. Electronic Retailing and Malls. Electronic Shopping - Process, Electronic Catalogues, Interactive Advertising and Marketing.</p>		
<p>Module 3: Privacy & Technology: Introduction to Internet Security - Secure Transactions - Computer Monitoring - Privacy Issues - Privacy on the Internet - Cyber Crimes & Types, Recent Cyber Attacks, Major types of Security Problems/Common Threats - E-Commerce and Security - Security for Internet Trading - Electronic Security Challenges. Introduction to Encryption: Elements & Methods of Encryption, Secret key, Private & Public key, Digital Signature, Digital Certificates. Modern Cryptography: Types, Tools & Applications, VPNs, SSL Protocol, Firewalls.</p>		
<p>Module 4: IT Act of 2000 (Amendment in 2008 & 2018): Introduction to Cyber Laws, Evolution & Need of Cyber Laws, Internet Frauds, Features, Objectives, Applicability & Non-applicability, Sections of IT Act ((Amendment) Act, 2018.), Section 43(A) (SPDI - Sensitive Personal Data), ISO 27001 guidelines, How to prevent Cyber Crimes?, Some Pioneering Indian Case Studies, E-Transition Challenges for Indian Companies.</p>		
<p>Module 5: Microsoft Excel: Introduction to Microsoft Excel. Basics of Excel, creating, editing, formatting a worksheet, conditional formatting, filter and sort options. Graphical Representation of data, Different Types of functions, V LOOKUP, HLOOKUP, Pivot Tables, what if analysis.</p>		
<p>Suggested Books/Articles/Links for References:</p> <ol style="list-style-type: none"> 1. Raydu - E Commerce, HPH 2. Suman. M - E Commerc & Accounting - HPH 3. Kalakota Ravi and A. B. Whinston : Frontiers of Electronic Commerce, Addison Wesley 4. Watson R T : Electronic Commerce - the strategic perspective. The Dryden press 5. Amrutha Gowry & Soundrajana, E - Business & Accounting, SHBP. 6. C.S.V Murthy- E Commerce, HPH 		

7. Agarwala K.N and Deeksha Ararwala: Business on the Net – Whats and Hows of E-Commerce
8. P. Diwan / S. Sharma – E – Commerce
9. Srivatsava: E.R.P, I.K. International Publishers
10. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGraw-Hill Publications.
11. Kamlesh K. Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGraw-Hill Publications.
12. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley.
13. E- Commerce Strategies, Technology and applications (David) Tata McGraw-Hill
14. Introduction to E-commerce (Jeffrey) Tata- McGraw-Hill
15. E-Business and Commerce- Strategic Thinking and Practice (Brahm) Biztantra.
16. Deepak Bharihoke- “Fundamentals of Information Technology”.

Note: Latest edition of text books may be used.