

Department of Business Administration (DBA),
School of Management Sciences (SMS), Central University of Jharkhand (CUJ)
MBA Program Structure & Course titles with Syllabus for MBA– 2022 Onwards

[All Courses were also taught in MBA Batch 2020 & 2021 respectively with updated electives & syllabus]

M.B.A. Program Structure from 2022 and onwards (As per AICTE Model Curriculum)			
Semester I	Credits	Semester II	Credits
1. Principles of Management	3	1. Business Environment	3
2. Managerial Economics	3	2. Human resource Management	3
3. Accounting for Managers	3	3. Business Research Methods	3
4. Statistics for Managers	3	4. Financial Management	3
5. Organizational Behaviour	3	5. Operations Management	3
6. Marketing Management	3	6. Operations Research for Managers	3
7. Business Communication	3	7. Legal Aspects of Business	3
8. Basics of Computers and MIS	3	8. Strategic Management	3
Total Credits	24	Total Credits	24
Semester III	Credits	Semester IV	Credits
1. Business Analytics	3	1. Entrepreneurship Management	3
2. Elective-I	3	2. Elective-VII	3
3. Elective -II	3	3. Elective-VIII	3
4. Elective-III	3	4. Elective-IX	3
5. Elective-IV	3	5. Elective-X	3
6. Elective-V	3	6. Dissertation	6
7. Elective-VI	3	7. Comprehensive Viva-Voce (For All 4 Semesters)	6
8. Summer Internship Program	6		
Total Credits	27	Total Credits	27
		Grand Total of Credits	102

Total Credit Distribution	
Instructional Courses	24+24+21+15= 84 Credits
Summer Internship Program	6 Credits*
Dissertation	6 Credits*
Comprehensive Viva Voce (For all 4 Semesters)	6 Credits*
Total Credits of MBA Program	102 Credits

* Upto 40% courses may be opted from Online Recourses as approved by Central University of Jharkhand.

* All 6 Credit Courses will be evaluated by External Examiner with coordination of Head of the Department. Previously these courses i.e. Dissertation & Comprehensive Viva-Voce were of 3 Credits which has been now revised as 6 Credit Course with the discussion of BoS Members.

Elective Courses:

Major Specialization: Total 6 Courses (Electives of specialized area studied in semester III and IV).
 Minor Specialization: Total 4 Courses (Electives of specialized area studied in semester III and IV).

Elective Group (Functional Area): <i>Human Resource Management</i>	Elective Group (Functional Area): <i>Marketing Management</i>
HRIS, HR Audit and HR Accounting	B2B Marketing
Organizational Development and Change Management	Consumer Behaviour
Performance Management Systems	Marketing Research
Management by Human Values	International Marketing
Industrial and Labour Laws	Product and Brand Management
Employee Relations and Grievance Management	Sales and Distribution Management
Strategic HRM	Services Marketing
Compensation and Benefits Management	Digital and Social Media Marketing
International HRM and Cross-Cultural Management	Web Based Advertising
Team Management and Leadership	Retail Management
	Customer Relationship Management
	Integrated Marketing Communications
Elective Group (Functional Area): <i>Operations Management</i>	Elective Group (Functional Area): <i>Finance Management</i>
Advanced Manufacturing Systems	Investment Analysis and Portfolio Management
Supply Chain and Logistics Management	Financial Institutions and Markets
Quality Management	Taxation
Operations Strategy	Project Appraisal and Finance
Sales and Operations Planning	International Finance
Project Management	Corporate Finance and Control
Managing Service Operations	Financial Markets and Services
Operations Research Applications	Financial Derivatives and Risk Management
Purchase Management	Advance Financial Analysis and Reporting
Inventory and Stores Management	Mergers, Acquisitions and Corporate Restructuring

MBA SEMESTER I

Sl. No.	Name of Paper	Credits	Course Code
1	Principles of Management	3	MGT/611010
2	Managerial Economics	3	MGT/611020
3	Accounting for Managers	3	MGT/611030
4	Statistics for Managers	3	MGT/611040
5	Organizational Behavior	3	MGT/611050
6	Marketing Management	3	MGT/611060
7	Business Communication	3	MGT/611070
8	Basics of Computers and MIS	3	MGT/611080
	Total Credits in Semester – I	24	

Title:	Principles of Management	Credits:03 (L3, P 0, U 3)
Course Objective	The course provides exposure to the students to the concepts of management from the International and Indian perspective. It is a foundation course of the MBA and is designed as a bridge course for students from diverse backgrounds to understand the principles and practices of the art and science of management.	
Unit I	Management – Definition, concept, features, objectives and importance. Roles and Functions of Managers, Levels of Management, Management skills and organizational hierarchy. Evolution of Management Thought: Early approaches to Management, Classical approach: Scientific Management, Administrative Theory, Bureaucratic management - Behavioural approach, Quantitative approach, Modern Approaches to Management: Systems Theory, Contingency Theory, Emerging approaches in management thought; Indian v/s Western Management; Management Lessons from Kautilya’s Arthashastra.	
Unit II	<p>Planning: Meaning, features and importance, limitations of planning, planning premises, process of planning, types of plans, MBO</p> <p>Organizing: Meaning, nature, process, importance, span of management, principles of organizing, formal vs. informal organizations, its benefits and limitations, Organization structure, types of organization structure - Functional, Divisional, Hybrid and Matrix , Line & Staff authority, Delegation and Decentralization , SBU’s.</p> <p>Staffing: Meaning, importance and Process of staffing – recruitment, selection, training, compensation, Human Resource Planning, Retrenchment, development & welfare</p> <p>Meaning, nature and importance of Leadership, Supervision – meaning, functions & roles of supervisor, methods of supervision; Managers as Leaders; Motivating employees</p>	
Unit III	Controlling: Meaning, nature and importance, Relationship between planning & Control, Types of Control, Control Process, Resistance to Control & overcoming it, Traditional & modern control Techniques. Management Principles Practiced by Indian Companies	
Suggested Text Books	<ol style="list-style-type: none"> 1. Drucker, P. F. (2009). Management- Tasks, Responsibilities, Practices. New Delhi: Allied Publishers. 2. Koontz, H., & Weihrich, H. (2009). Essentials of Management - An International Perspective. New Delhi: Tata McGraw Hill. 3. Krietner, R. (2009). Management. Canada: HMH Publishing Company. 4. Kautilya’s Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016. 	

	<p>5. Kanagasabapathi, P. Indian Models of Economy, Business and Management, Third Edition, PHI Learning Ltd, NewDelhi, 2012.</p>
Reference Books	<ol style="list-style-type: none"> 1. Robbins, S. P. & Coulter, M., & Vohra, N. (2012). Management. New Delhi: Pearson. 2. Stoner, J. A., Freeman, R. E., & Gilbert, D. R. (1995). Management. New Delhi: Pearson. 3. Das Gurcharan, India Unbound: from Independence to the Global Information age, Penguin Books, 2000. 4. Habib Irfan, The Cambridge Economic History of India, Volume 1 Cambridge University Press, 1982.
Additional Reading Material	<ol style="list-style-type: none"> 1. Business Magazines and News Papers (Business World, Business Today, Economic Times, Business Line, Business Standard) 2. The Economist 3. Harvard Business Review 4. https://www.businessmanager.in/the-indian-ethos-and-managerial-decision-making.php 5. http://lsib.co.uk/lms/wp-content/uploads/2015/02/Indian-Ethos-and-Management.pdf
Teaching Methodology	Classroom Lectures & Presentations, Learning through movies and Management Games; Field Work; Assignments
Learning Outcomes	<p>After studying this course, the student should be able to:</p> <ul style="list-style-type: none"> • To evaluate the management challenges faced in a given situation • To design an appropriate solution using the knowledge of the various managerial functions of planning, organizing, staffing, leading and controlling • To implement the solution given the constraints in the resources of the firm.

Title:	Managerial Economics	Credits:03 (L3, P 0, U 3)
Course Objective	The course introduces students the concept of economics being used in managerial decisions. The goal of this subject is to introduce the student the fundamental theories and principles of managerial economics and their application in the business and industry.	
Unit I	Meaning and Basic question of economics. Meaning and Importance of Managerial Economics: Introduction, Meaning, Scope of Managerial Economics, Importance of the study of Managerial Economics, Two Major Functions of a Managerial Economics, Demand Analysis: Introduction, Meaning and Law of Demand, Elasticity of Demand, Factors Determining Elasticity of Demand. Supply: Introduction, Meaning of Supply and Law of Supply, Elasticity of supply.	
Unit II	Production Analysis: Introduction, Meaning of Production and Production Function, Law of variable proportion, Law of Returns to Scale. Cost of Production Cost Analysis- Introduction, Types of Costs. Short Run and Long Run Cost. Objectives of Firm- Introduction, Profit Maximization Model, Economist Theory of the Firm Revenue Analysis and Pricing Policies- Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand. Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition.Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Monopolistic Competition, Oligopoly-Kinked demand curve analysis under oligopoly market.	
Unit III	Macro Economics and some of its measures- Introduction, Basic Concepts, National Income,National Income Deflators, Concepts and Measurement of National income Inflation and Deflation: Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation. Instruments of economic Stability, Monetary Policy, Fiscal Policy, Physical Policy or Direct Controls.	
Suggested Text Books	1. Ahuja H.L 2016 Principles of Microeconomics, S Chand publication 2. Koutsoyannis, A. Modern Micro Economics, New York,Macmillan, 1991 3. Varian Hal R.Intermediate Microeconomics, A modern Approach, eighth edition, Publisher: Affiliated East-West Press. 4. Adhikary, M. Business Economics, New Delhi, Excel books,2000	

Reference Books	<p>1. Baumal, W.J. Economic Theory and Operational Analysis, 3rd edition; New Delhi, Prentice Hall, 1996</p> <p>2. Chopra, .O.P. Managerial Economics , New Delhi Tata Mcgraw Hill 1985</p>
Additional Reading Material	<p>1. Keat , Paul G and Philips.K.Y.Young, . Managerial Economics , Prentice Hall, New jersey, 1996</p> <p>2. Milgrom, P. and Roberts. J, Economics, Organization and Management. Englewood Cliffs, New Jersey, Prentice hall inc, 1992</p>
Teaching Methodology	<p>Lectures, power point presentation, Problem solving, Practice, Assignment and Group Discussion</p>
Learning Outcomes	<p>After completing this course, students will be able to:</p> <ul style="list-style-type: none"> • List the different goals and constraints that firms face • Apply the economic way of thinking to individual decisions and business decisions • Understand how prices get determined in markets, how market participants benefit in the form of consumer surplus and producer surplus, and what are the consequences of government intervention • Measure the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services, and income • Understand the different costs of production and how they affect short and long run decisions • Derive the equilibrium conditions for cost minimization and profit maximization • Understand economies of scale, diseconomies of scale, economies of scope, and cost complementarities, and how each affects the cost of production • Understand the four basic market models of perfect competition, monopoly, monopolistic competition, and oligopoly, and how price and quantity are determined in each model.

Title:	Accounting for Managers	Credits:03 (L3, P 0, U 3)
Course Objective	The objective of this course is to introduce students to the study of accounting which is known as the language of business. The main purpose of financial accounting is to measure and report the performance of a business to interested parties both outside and inside of the business.	
Unit I	Introduction to Financial accountancy: - Concepts, conventions, importance, scope, accounting principles, Double Entry System. Recording System: - Journals, ledgers, trail balance, trading and profit and loss account balance sheet; Depreciation:-Methods, accounting and importance	
Unit II	Financial Statements: Preparation of Financial statements, Financial Reporting, Reporting practices, Statement of Cash flows and Fund flows: Purpose and Importance, Classification, Preparing statement of cash flows and fund flows , Ratio Analysis : Classification, computation and interpretation of ratios.	
Unit III	Costing: Introduction: Cost Concept And Cost Object, Types Of Costs, Cost And Expense, Classification Of Costs, Cost Management, Methods Of Costing, Techniques Of Costing, Materials And Labour costing, Pricing Issue Of Materials, Methods Of Remuneration, Overheads: Definition And Classification, Meaning And Importance, Classification, Production Overheads	
Suggested Text Books	<ol style="list-style-type: none"> 1. S.N. Maheshwari, S.K.Maheshwari, Financial Accounting for MBA ,VikasPublishing,New Delhi 2. P.C. Tulsian (2009), Financial Accounting, Pearson Education, New Delhi. 3. Financial Accounting for Business Managers, Ashish K Bhattacharya (2008), PHI New Delhi P. Ltd. New Delhi. 	
Reference Books	<ol style="list-style-type: none"> 1. Anthony, R. N., Hawkins, F. D., & Merchant, K. A. (2006). Accounting: text and cases (12th ed.). New Delhi: Tata Mcgraw Hill. 2. Albrecht, W. S., Stice, D. J., Stice, E. K., Monte, R., & Swain, R .M. (2010). Accounting: concepts and applications (11th ed.). U.S.A: South Western. 3. Anthony, R. N. (2006). Accounting: text & cases (11th ed.). New Delhi: Tata McGraw Hill. 4. Belverd, E., Needles, Jr., & Powers, M. (2005). Principles of financial accounting (9th ed.). New York: Houghton Mifflin. 5. Garrison, R. H., Noreen. E. W. (2007). Managerial accounting (12th ed.). New Delhi: Tata McGraw Hill. 6. Hilton, R. W. (2008). Managerial accounting (3rd ed.). New Delhi: Tata McGraw Hill. 	

	<p>7. Larson, D. K., & Chiappetta, B. (2004). Fundamental accounting principles (17th ed.). New Delhi: McGraw Hill.</p> <p>8. Michael, C. K. (2003). Financial accounting: A focus on decision making (2nd ed.). New Delhi: West Publishing Company.</p> <p>9. Spiceland, J. D. (2009). Financial accounting (International edition). New Delhi: Tata McGraw Hill.</p> <p>9. Vij, M. (2009). Management accounting. New Delhi: MacMillan India Ltd.</p>
Additional Reading Material	<p>1. Journal of accounting auditing and Finance, SAGE INDIA</p> <p>2. Indian Journal of Accounting , Indian Accounting Association</p> <p>3. The Chartered Accountants, e- journal of the ICAI.</p> <p>4. Chartered Secretary, e- journal of the ICSI.</p> <p>5. The Management Accountants , e - Journal of the ICAI</p>
Teaching Methodology	Lectures, Problem solving, Practice, Assignment and Case study
Learning Outcomes	At the end of the course students will learn: To become conversant with accounting tools and techniques. Position and analyze financial statements of companies. Cost accounting part will help them in having crystal clear understanding of concept and importance of cost accounting

Title:	Statistics for Managers	Credits:03 (L3, P 0, U 3)
Course Objective	The objective of the course is to well equip the students with statistical tools, technique and their application to business problem. The emphasis will be on the concept of application for the say today managerial decision making rather than derivations.	
Unit I	<p>Introduction to Statistics: Basic concepts: Population, Sample, Parameter, Frequency Distribution, Cumulative frequency; Graphic and diagrammatic representation of data, Techniques of data collection; Sampling vs. Population, primary and secondary data.</p> <p>Central Tendency and Dispersion: Measures of central tendency; Mean, Median, Mode, Geometric mean and Harmonic mean. Measures of dispersion; Range, Mean Deviation, Standard deviation, Coefficient of variation, Quartile deviation, Skewness and Kurtosis.</p>	
Unit II	<p>Correlation and Regression: Correlation and Regression Correlation; Simple, Coefficient of correlation — Karl Pearson and Rank Correlation, Partial and Multiple correlation Analysis, Regression analysis — Estimation of regression line in a bivariate distribution— Least squares method, interpretation of regression coefficients.</p> <p>Time Series and Index Numbers :Time series analysis — Concept and components — Determination of regular, trend and seasonal indices; Index numbers — Concept, price relative, quantity relative, value relative; Laspeyer's, Paasche's and Fisher, Problems in the construction and limitations of index numbers, Tests for ideal index number.</p>	
Unit III	<p>Probability and Distribution Probability: Concept, Rules of probability (Addition and Multiplication); Random variables, Theoretical distribution -Binomial, Poisson and Normal: their properties and uses.</p> <p>Test of Hypothesis: Statistical testing of Hypothesis and error: large and small sampling tests-Z, t and F tests, nonparametric test: Chi square test.</p>	
Suggested Text Books	<ol style="list-style-type: none"> 1. Gupta S.C (1990) Fundamentals of Statistics - Sultan Chand & Sons, Delhi. 2. Gupta, SP (2014) Statistical Methods 43rd Edition,, S. Chand and Sons, New Delhi 3. Croxton, F.E., D.J. Cowden and S. Klein (1973), Applied General Statistics, Prentice Hall, New Delhi. 4. Gupta, S.C. and V.K. Kapoor (1993), Fundamentals of Applied Statistics, S. Chand and Sons, New Delhi 5. Speigal, M.R. (1992), Theory and Problems of Statistics, McGraw Hill Book, London. 	

<p>Reference Books</p>	<ol style="list-style-type: none"> 1. Business Statistics By Mr. R. S. Bharadwaj , pub: Excel 2. Business Statistics by Richard Levin 3. Business Statistics by Ken Black, pub: Tata Macgraw Hill 4. Schaum’s Series for problem practice 5. Mathematical Statistics by Ray, Sharma and Choudhary 6. Business Statistics By V. K. Kapoor, pub: S. Chand
<p>Additional Reading Material</p>	<ol style="list-style-type: none"> 1. Gupta, S.C. and V.K. Kapoor (2014) Fundamentals of Mathematical Statistics S. Chand and Sons, New Delhi
<p>Teaching Methodology</p>	<p>Lectures, power point presentation, Problem solving, Practice, Assignment and field study</p>
<p>Learning Outcomes</p>	<p>At the end of the course students will learn: to understand the data and its relevance in business and develop an understanding of the quantitative techniques from statistics. To develop the ability to interpret the numerical information that forms the basis of decision-making in business. Most of the examples are drawn from a variety of business applications. To understand business statistics and fundamental aspects of decision-making to examine aspects of business and marketing with regards to basic statistical analysis. Students will be provided with the theoretical concepts, tools and methods of statistics as well as the opportunity to work through example problems.</p>

Title:	Organizational Behaviour	Credits:03 (L3, P 0, U 3)
Course Objective	<p>The objective of this course is to help learners understand why human beings react as they do and the importance of behaviour in shaping the personality & its relevance in organizations. Develop a sense of empathy, credibility and transparency while dealing with people for organizational excellence amongst learners. Learners will gain understanding of factors influencing employee's relationships with superiors, co-workers and subordinates, acquire insight into the functioning of teams, their norms and values. Understand various facets of power and politics for shaping organizations and contributing to overall organizational goals.</p>	
Unit I	<p>Understanding Organizational Behaviour, Goals and Features of Organizational Behaviour, Scientific Foundation of Organizational Behaviour, Psychological contract & Organizational Citizenship – introductory concept; Foundations of Individual Behaviour – Ability, Values, Attitude, Beliefs, job Satisfaction - introductory concept -; Perception – Introduction, Theories, Factors affecting perception; Motivation – Introduction, Factors affecting Motivation, Need pattern in India, Factors affecting Work Motivation in Organizations in India, Theories of Motivation; Personality – Introduction, attributes and types, factors affecting Personality, Personality Development, Theories of Personality; Introduction to Intelligence Quotient, Emotional Quotient, Spiritual Quotient.</p>	
Unit II	<p>Interpersonal Behaviour: Interpersonal relationships and Management of boundaries, Role of Threat & Trust in Interpersonal relationships, Interpersonal Styles – FIRO-B, Transactional Styles in Interpersonal Relationships, Johari window</p> <p>Groups and Teams Group Behaviour: Introduction, Group & Teams formation and development, Group properties: Roles, norms, status, size and cohesiveness, Group decision making, Techniques, Work Teams, Group Vs Teams</p> <p>Leadership – Introduction, Types and Theories of Leadership (Trait, Behavioural and Contingency theories)</p>	
Unit III	<p>Understanding Organizations: Managing organizational culture, Technology and organizational design, Organizational decision making, organizational learning & knowledge management;</p> <p>Organizational Conflict: Introduction, meaning, causes & Sources at various levels of management, Styles of Handling Conflicts;</p> <p>Power & Politics: Meaning and Definition of power & politics, Nature of Power, Bases of Power, Usage of Power and Politics.at Organizations;</p>	

	Understanding and Managing Organizational Development and Change
Suggested Text Books	<ol style="list-style-type: none"> 1. Organizational Behavior by Stephen P Robbins, Timoty A Judge and Neharika Vohra, New Delhi, Pearson Publication 2. Organizational Behavior by Fred Luthans, New Delhi, McGraw Hill
Reference Books	<ol style="list-style-type: none"> 1. Organizational Behavior: Human Behavior at Work by John Newstorm 2. Organizational Behavior by AfsanehNahavandi, Robert B Denhardth, Janet V Denhardth, Maria P Arstiguota, New Delhi , Sage Texts 3. Organizational Behavior by InderJeet, Suman Solanki, New Delhi, Taxmann
Additional Reading Material	<ol style="list-style-type: none"> 1. Harvard Business Review 2. https://open.umn.edu/opentextbooks/textbooks/organizational-behavior 3. https://onlinelibrary.wiley.com/journal/10991379 4. https://www.journals.elsevier.com/research-in-organizational-behavior 5. https://www.tandfonline.com/loi/worg20
Teaching Methodology	Classroom Teaching, Live Projects, Group Discussions, Management Games, Case Studies.
Learning Outcomes	At the end of the course students will learn: To apply the concept of organizational behavior allowing them to understand the behavior of people in the organization. The learner will be analyzing the complexities associated with management of individual behavior, group behavior in the organization. The learner will be fit to demonstrate integration of organizational behavior and understanding the motivation (why) behind behavior of people in the organization.

Title:	Marketing Management (Skill)	Credits:03 (L3, P 0, U 3)
Course Objective	This course provides theoretical basis for understanding about markets, customers, competition and frameworks for delivering value to customers by achieving competitive advantage. The course also equips the students with the ability to create marketing plans, select appropriate marketing mix, examine the marketing environment, develop marketing strategies based on differentiating the marketing segments and selecting target markets.	
Unit I	Defining Marketing, customer needs, wants and desire, evolution of marketing, Developing Marketing Strategies and Plans; Marketing Environment; Forecasting Demand, Creating Long-term Loyalty Relationships, Consumer Markets and Business Markets; Consumer and Organizational Buying Behavior.	
Unit II	Identifying Market Segments and Targets, Crafting the Brand Positioning, Creating Brand Equity, Meeting Competition and Driving Growth; Product: Setting Product Strategy, Designing and Managing Services, Introducing New Market Offerings, Product Life Cycle; Pricing: Developing Pricing Strategies and Programs; Place: Designing and Managing Integrated Marketing Channels, Managing Retailing, Wholesaling, and Logistics.	
Unit III	Promotion: Designing and Managing Integrated Marketing Communications, Managing Digital Communications: Online, Social Media and Mobile Marketing, Managing Mass Communications: Advertising, Sales Promotions, Events and Experiences, and Public Relations, Managing Personal Communications: Direct Marketing, Word of Mouth, and Personal Selling; Conducting Marketing Responsibly for Long-Term Success; Marketing Ethics.	
Suggested Text Books	<ol style="list-style-type: none"> 1. Philip Kotler, Kevin Lane Keller. Marketing Management, 15 edition, Pearson 2. Philip Kotler, Gary Armstrong. Principles of Marketing, 15 edition, Pearson 3. Ramawamy V S and Namkumari, S. Marketing Management: Planning and Control, Macmillan India Ltd. 	
Reference Books	<ol style="list-style-type: none"> 1. Philip Kotler, HermawanKartajaya, Ivan Setiawan. Marketing 4.0 Moving from Tradition to Digital, John Wiley and Sons 	
Additional Reading Material	<ol style="list-style-type: none"> 1. https://www.ama.org/ 2. https://nptel.ac.in/courses/110104068/ 3. https://nptel.ac.in/courses/110104070/ 	
Teaching Methodology	Classroom Lectures & Presentations, Learning through movies and Management Games; Role Plays; Field Work; Assignments; Case Studies.	
Learning Outcomes	At the end of the course the student should be able to: <ol style="list-style-type: none"> 1. Identify the customer needs 2. examine factors influence customer behavior 3. Develop market offerings for satisfying customer needs 4. Develop appropriate segmentation, targeting, and positioning strategies 5. Select effective marketing mix 6. Formulate marketing plans & Developing Marketing Skills 	

Title:	Business Communication (Skill)	Credits:03 (L3, P 0, U 3)
Course Objective	To provide theoretical background and practice in the art of written and oral communication for personal and organizational activities and helping student in business reporting and communication.	
Unit I	Introduction to managerial communication: Meaning, Importance & objectives - Principles of Communication, forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication; Nonverbal communication: Body Language, Gestures, Postures, Facial Expressions, Dress code; The Cross Cultural Dimensions of Business Communication; Listening & Speaking, techniques of electing response, probing questions, Observation; Business and social etiquettes.	
Unit II	Managerial speeches: Principles of Effective Speech & Presentations. Technical & Non-technical presentations; Speech of introduction - speech of thanks - occasional speech - theme speech; Use of audio visual aids; Interview Techniques: Mastering the art of conducting and giving interviews, Placement interviews - discipline interviews - appraisal interviews - exit interviews; Group communication: Importance, Meetings - Preparing agenda for meeting, preparing minutes of meetings, group discussions; Videoconferencing	
Unit III	Introduction to managerial writing: Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgments Executions, Complaints, Claims & adjustments, Collection letter, Banking correspondence, Agency correspondence, Bad news and persuading letters, Sales letters, Job application letters; Bio-data, resume, Curriculum-Vitae, Covering Letter, Interview Letters, Letter of Reference; Memos, minutes, Circulars & notices; Reports: Types of Business Reports - Format, Choice of vocabulary, coherence and cohesion, paragraph writing, organization reports by individual, Reports by committee.	
Suggested Text Books	<ol style="list-style-type: none"> 1. R. C. Sharma & K. Mohan; Business Correspondence and Report Writing. Tata McGraw Hill Publishing Company Ltd. New Delhi. 2. Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi. 3. Adair, J. (2003). Effective Communication. Pan Mcmillan. 4. Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd. 5. Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago 	

<p>Reference Books</p>	<ol style="list-style-type: none"> 1. Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill, New York. 2. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi.
<p>Additional Reading Material</p>	<ol style="list-style-type: none"> 1. Harvard Business Review. 2. MIT Sloan Management Review. 3. Business Today, Business World, Economic Times, Business Line, Business Standard.
<p>Teaching Methodology</p>	<p>Classroom Lectures & Presentations, Learning through movies and Management Games; Assignments; Group discussions.</p>
<p>Learning Outcomes</p>	<p>At the end of the course the student should be able to:</p> <ol style="list-style-type: none"> 1. Understand the concepts of communication & develop communication skills. 2. Practice managerial communication techniques of writing, presenting and reporting. 3. Learn new ways of communicating while their professional assignments.

Title:	Basics of Computers and MIS (Skill)	Credits:03 (L2, P2, U3)
Course Objective	The objective of this course is to provide an insight into basic features of Computer Systems and their applications in handling various managerial tasks. The course also provides a foundation for the use of various types of information system for effective decision making	
Unit I	Introduction to computers, Evolution of computers, Hardware – input device, processing, output device, Networking devices; Software- application and system, personal productivity software: MS Word: Introduction, Formatting, Page setup, Writing references, Foot note and end note, Tables, Diagrams, MS Power Point: Introduction; Toolbar, their Icons and Commands– Navigating in Power point-Creation of slides, animation, and templates-Designing Presentations–Slide show controls–Making notes on Pages and Handouts–Printing Presentations–Customizing Presentations-Auto content Wizard.	
Unit II	MS Excel: Graphs and Charts–Calculation of various financial functions; MS Access: Tables and Queries; Internet, World Wide Web, XML, Computer Networks: Overview of a Network– Communication processors–Communications Media–Types of Network–Network Topologies- Network protocols–Network Architecture - LAN, WAN, MAN, encryption& VPN, introduction to MIS.	
Unit III	Types of MIS, Components of MIS, Decision making using MIS, ESS, DSS; Introduction to DBMS and Relational DBMS, Artificial Intelligence, Internet of Things; Social Media Apps like Facebook, Instagram, Twitter, WhatsApp etc. their handling and usage.	
Suggested Text Books	<ol style="list-style-type: none"> 1. Computer Fundamentals 6th Edition, Pradeep Kumar Sinha &Priti Sinha, BPB Publication, ISBN: 9788176567527 2. Learning Computer Fundamentals, MS office & Internet & Web Technology, Dinesh Maidasani, Firewall Media, ISBN: 978-8131804063 3. Management Information System 14 Edition, Kenneth C. Laudon and Jane Price Laudon, Pearson Education India, ISBN: 978-9332548909 4. Management Information Systems, James A. O’Brien, George M. Marakas, Ramesh Behl, McGraw Hill Education, ISBN: 978-1259026713 	
Reference Books	<ol style="list-style-type: none"> 1. Management Information Systems, Jawadekar, Tata McGraw Hill ISBN: 9781259081613 2. Management Information Systems, Davis and Olson, Tata McGraw Hill ISBN: 978-0070402676 3. Analysis and Design of Information Systems, Rajaraman, Prentice Hall ISBN: 978-8120343849 	

	4. Management Information Systems - Jayant Oke, NiraliPrakashan, ISBN: 978-9383750689
Additional Reading Material	<ol style="list-style-type: none"> 1. http://dssresources.com/ 2. https://witsa.org/ 3. http://www.techamerica.org/ 4. http://citeseer.ist.psu.edu/ 5. http://www.brint.com/ISResearch.htm 6. http://www.pewinternet.org/ 7. http://dssresources.com/glossary/dssglossary1999.html 8. http://people.ischool.berkeley.edu/~buckland/history.html 9. http://www.webopedia.com/
Teaching Methodology	Classroom Lectures & Presentations, Practical, Sessions on applications of computers in business, Learning through movies and Management Games; Assignments.
Learning Outcomes	<p>At the end of the course students would be capable of:</p> <ul style="list-style-type: none"> • Knowledge of Computer system. • Using the various personal productivity software for carrying out their personal and organizational tasks. • They would have the capability to design and carry out the various activities with respect to data collection, data storage, data analysis skills • Retrieve data from computer systems for preparing reports and decision-making skills.

MBA SEMESTER II

Sl. No.	Name of Paper	Credits	Course Code
1	Strategic Management	3	MGT/621010
2	Financial Management	3	MGT/621020
3	Human Resource Management	3	MGT/621030
4	Operations Research for Managers	3	MGT/621040
5	Operations Management	3	MGT/621050
6	Business Environment	3	MGT/621060
7	Business Research Methods	3	MGT/621070
8	Legal Aspects of Business*	3	MGT/621081
Total Credits in Semester – II		24	

Note:*Legal Aspects of Business & Taxation with course code MGT/621080 has been Revised as **Legal Aspects of Business** and **Course Code is now as: MGT/621081** with same credit Course and Taxation has been taken as Finance Specialization, as per suggestion of the BoS Feb 2022.

Title:	Financial Management	Credits:03 (L3, P 0, U 3)
Course Objective	The objective of this course is to introduce the students to the fundamentals of finance. This will include gaining an understanding of Financial Systems: India and the world, Time value of money, Capital Expenditure Decisions, Valuation of Bonds and Shares, Capital Structure and Working Capital Management.	
Unit I	Introduction: Introduction to Financial Management, Goals of the firm, Financial Environment Time value of money:- Interest Rates and Risk, Present Value, Future Value, Computation more than a year, Annuity Factor Valuation of Bonds and Shares: Introduction, intrinsic value, Valuation of Bonds, Valuation of common stock, concept of Yield to Maturity.	
Unit II	Cost of Capital: Introduction, Meaning of Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital Leverage: Introduction, Operating Leverage, Financial Leverage, Combined Leverage Capital Structure: Introduction, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure Capital Budgeting: Introduction, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Rationale of Capital Budgeting Proposals, Capital Budgeting Process, Investment Evaluation, Appraisal Criteria, Risk Analysis in Capital Budgeting Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends, Stock Split	
Unit III	Working Capital Management : Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital Cash Management: Introduction, Meaning and Importance of Cash Management, Motives for Holding Cash, Objectives of Cash Management, Cash Planning, Cash Forecasting and Budgeting Inventory Management: Introduction, Role of Inventory in Working Capital, Characteristics of inventory, Purpose of Inventory, Costs Associated with Inventories, Importance of Inventory Management Systems Receivable Management: Introduction, Costs Associated with Maintaining Receivables, Credit Policy Variables, Evaluation of Credit Policy	
Suggested Text Books	1. Prasanna Chandra (2010) Financial Management published in New Delhi by Tata McGraw Hill. 2. I.M. Pandey (2010) Financial Management, published in Noida by Vikas Publishing House.	

	<p>3. Khan & Jain (20010) Financial Management, published in New Delhi by McGraw HillHowells and Bain, Financial Markets and Institutions</p> <p>4. Van Horne, Fundamentals of Financial Management, Prentice Hall</p>
Reference Books	<p>1.The Basics of Public Budgeting and Financial Management, Charls E Manifold, University Press of America Inc.</p> <p>2. Financial Management: Theory & Practice 15th Edition, Prasanna Chandra, MagraHill.</p> <p>3. When Genius Failed: The Rise & Fall of Long Term Capital Management, Roser Lowenstein, Random House, USA</p>
Additional Reading Material	<ol style="list-style-type: none"> 1. Study Material - ICSI 2. Study Material- ICAI 3. Study Material- ICMAI 4. Economic Times 5. CFA Materials 6. Stock Exchange Review
Teaching Methodology	Lectures, Practical problems and their solutions, case studies, Theories and conceptual discussion
Learning Outcomes	<p>Students will learn after this Course as:</p> <ul style="list-style-type: none"> • Students should have understanding of financial affairs and environment. • They should be able to analyze the financial data • Decisions related to basic financial structure.

Title:	Business Research Methods	Credits:03 (L3, P0, U3)
Course Objective	The course provides the foundation to the concepts and procedures for undertaking research to address business problems of different functional areas. It enables the students to understand the critical steps in carrying out the required review of literature, data collection and analysis for submission and presentation of reports as per the managerial requirements.	
Unit I	Background to Research: Developing research proposals, Research paradigms, Contributions of research to theory and practice, Research Ethics; Literature Review: Identifying, accessing and managing sources of information and scholarly literature, Academic writing and referencing, Steps in literature review development, Argumentation, Writing Review of Literature; concept and avoidance of Plagiarism.	
Unit II	Data collection methods: primary and secondary sources, Data and Variables; Instruments of data collection: Questionnaire, Schedules, Interview, Observations, Mechanical instruments etc. ; Sampling: Need and types; Editing and coding of data; Nature and types of qualitative research, Data analysis methods for Qualitative Research, writing up qualitative research; Nature of Quantitative Research, Descriptive and Inferential Statistics.	
Unit III	Data analysis methods for Quantitative Research: Concept of Normality, Hypothesis Testing: Correlation Coefficients, Simple and Bivariate Regression, Chi-square Tests, t-tests and ANOVA; Reliability and Validity; Introduction to Multi-Variate tests; Introduction to Non-parametric tests; Reporting a Quantitative Study Writing Research Proposals & Reports: Purpose, nature and evaluation, Content and format, Practical considerations, timelines, budgets, supervision management Presentation and defence of proposals.	
Suggested Text Books	<ol style="list-style-type: none"> 1. Business Research Methods, 12th Edition by Donald R. Cooper and Pamela S. Schindler (Authors), Mc-Graw Hill, ISBN: 9780073521503 2. Research Methodology: A Step by Step Guide for Beginners, 2e by Ranjit Kumar (Author), Pearson Publications, ISBN: 9788131704967 3. Management Research Methodology, K.N. Krishnaswamy, AppaIyerSivakumar and M. Mathirajan (Authors), Pearson Publication, ISBN: 9788177585636 4. Marketing Research: An Applied Orientation, 7thEdition, by Naresh K Malhotra and Satyabhusan Das (authors), Pearson Publication, ISBN: 9780136094234 	
Reference Books	Business Research Methods, 5 th Edition, Emma Bell, Alan Bryman, and Bill Harley (authors), Oxford University Press, ISBN: 9780198809876	

<p>Additional Reading Material</p>	<p>1. International Journal of Social Research Methodology https://www.tandfonline.com/toc/tsrm20/current</p> <p>2. International Journal of Research Methodology https://ijrm.humanjournals.com/</p> <p>3. https://methods.sagepub.com/</p> <p>4. https://www.ndl.com</p>
<p>Teaching Methodology</p>	<ul style="list-style-type: none"> • Case Studies • Field Project • Lecture and Discussion
<p>Learning Outcomes</p>	<p>At the end of this course, the students should be able to:</p> <ul style="list-style-type: none"> • To convert a business situation into a research problem • To define the research question and research objective • To undertake a research design and implement the same • To develop the data collection tools • To select a sampling method and undertaking random and non-random sampling • To select a data analysis framework and use the appropriate statistical technique to address research objectives • To write a report for managerial use and decision making with focus on findings and suggestions.

Title:	Strategic Management	Credits:03 (L3, P 0, U 3)
Course Objective	The objective of this course is to enable students to develop business strategies based on examination of opportunities and threats. The course also provides understanding of different tools available to the management of the business to handle the appraised challenges and develop business plans for achieving long term and short term objectives.	
Unit I	Understanding Strategic Management- Concept, Components and Levels of Strategic Planning, Strategic Management Process; Strategic decision-making; Limitations of the Strategic Management; Company Mission and Vision Statements: Formulating Mission Statements; Economy, Industry, Company (EIC) Approach to strategic analysis, Analyzing the Business Environment: Industry analysis; SWOT Analysis, Vulnerability Analysis, SBU portfolio analysis techniques; Formulating long-term Strategies; Generic Competitive Strategy: Cost Leadership – Differentiation – Focus; Pitfalls of Generic Strategies; Gaining and Sustaining Competitive Advantage: Defining the Value Chain and Sources of Competitive Advantage; Core Competency; Considerations for Strategies in the 21st Century: Corporate Strategy, Ethics, Public Values and Social Responsibility.	
Unit II	Principles of Strategy Implementation; Strategy and Structure; Managing Strategic Change; Business Process Reengineering, Organization restructuring, Innovation; Strategic Controls, Role of strategic control in effective strategy implementation, Establishing Strategic Controls; Implementation Control, Strategic Surveillances, Operationalizing the Strategy: Annual Objectives, Linkage to Long-term Objectives, Developing Functional Strategies; Differences between Grand and Functional Strategies; Factors affecting strategic choice, Feedback and Alternative Strategies	
Unit III	Diversification of Business; Corporate Control and Ownership; Corporate Restructuring; Forms of Corporate Restructuring: Expansion, Sell-offs, Joint Ventures; Strategic Alliances; Mergers & Acquisitions; Mergers and the Carry-over of Managerial Capabilities; Strategic Reasons for Mergers and Acquisitions; Value Creation; Divestitures and Spin Offs; Voluntary Liquidation and Sell-Offs; Motives for Divestiture; Disadvantages of Spin Offs; Equity Carve-Outs; Cooptation (Cooperative Competition); Future of Strategic Management; Challenges for the 21st Century.	
Suggested Text Books	<ol style="list-style-type: none"> 1. Strategic Management – Strategy Formulation and Implementation by John Pearce & Richard Robinson / AITBS Publication 2. Business Policy and Strategic Management, 6e by Jauch, Gupta and Glueck/ Frank Bros and Co. 3. Strategic Management – An Integrated Approach by Charles Hill & Gareth Jones/ Biztantra 	
Reference Books	<ol style="list-style-type: none"> 1. Competing for the Future by Prahalad and Hamel/ TMH 2. Making Strategy by Colin Eden & Ackermann / Sage Publications 3. Strategy Safari by Mintzberg, Ahlstrand and Lampel, Pearson 4. Competitive Strategy By Michael Porter, Taylor Francis 5. Competitive Advantage by Michael Porter, Taylor Francis 6. Competitive Advantage of Nations by Michael Porter, Taylor Francis 	

<p>Additional Reading Material</p>	<ol style="list-style-type: none"> 1. Harvard Business Review 2. Strategic Management Review 3. Business World 4. Business India 5. Business Today 6. Business Line 7. Economic Times 8. The Economist 9. The Economy Survey (Latest) and the Latest Budget
<p>Teaching Methodology</p>	<ul style="list-style-type: none"> • Lectures, presentations and demonstrations. • Group discussions, Role Plays • Case studies and Critical analysis.
<p>Learning Outcomes</p>	<p>At the end of this course, the students should be able to:</p> <ul style="list-style-type: none"> • Analyze the Economy – Industry – Company Analysis for different business organizations • Formulate the vision and mission of the business with focus on sustainability and ethics • Develop business strategies appraising different strategic alternatives selecting the optimum strategy given resource constraints. • Create situations of competitive advantage for the business in various market segments • Select the appropriate corporate portfolio strategy for growth and decline of business.

Title:	Operations Management (Skill)	Credits:03 (L3, P 0, U 3)
Course Objective	The objective of course is to introduce the students to the concepts, theories and issues related to production & operations management, describe the basics of materials management, and introduce them to productivity management, quality management and other advance operations management practices. Develop skills in problem solving, project management, communication, and managing manufacturing work environment	
Unit I	<p>Introduction to Operations Management:</p> <p>Meaning and definition of production and operations management, Nature and scope of production management, business strategy and operations, operations as a tool for competitiveness, production analysis, objective and functions of production management, types of manufacturing processes, job shop production, batch processing, mass production, flow production, facility layout planning, plant location decisions, plant size, production planning and control (PPC), project management, production scheduling, principles of scheduling and methods/ techniques of production scheduling, assembly line balancing, Ergonomics in operations</p>	
Unit II	<p>Managing Material and Supplies in Operations Management:</p> <p>Introduction, meaning, definition, and scope of materials management, importance of materials supplies in operations management, purchase function, purchase policy, purchase procedure, material requirement planning (MRP), vendor management, vendor development, vendor evaluation and vendor selection, management of stores relevant inventory costs, methods of inventory management, economic ordering quantity (EOQ), economic lot size, reordering point, ABC, VED, FSN analysis and other classifications of materials.</p>	
Unit III	<p>Productivity and Quality Management</p> <p>Definition and concept of productivity management, factor productivity, productivity measurement, methods of productivity measurement, productivity improvements, productivity improvement action plan, maintenance of production facilities, Preventive Vs. Breakdown maintenance Introduction to quality management, quality tools- statistical quality control tools, acceptance sampling, , advanced techniques for production management, Enterprise Resource planning in operations, integration of computers in manufacturing, Automation, Robotics in manufacturing.</p>	
Suggested Text Books	<ol style="list-style-type: none"> 1. Operations Management for competitive advantages by Richard B. Chase, Tata McGraw Hill 2. Production and operations management by Everett E. Adam, Ronald J. Ebert, Prentice Hall of India. 3. Production and Operations Management, by R. Paneerselvam, Prentice Hall of India. 4. Production and operations management, by P. Ramamurthy, New Age Publication 5. Production and Operations Management, by S.N. Chary, Tata McGraw Hill. 	

Reference Books	<ol style="list-style-type: none"> 1. Operations Management, by David Collier and James Evans. 2nd Edition. Upper Saddle River, NJ: South-Western Cengage Learning, 2011. 2. Operations Management, by Gaither & Fraizer, Thomson South Western. 3. Operations Management: Processes and Supply Chains, by Lee J. Krajewski, Manoj K. Malhotra and Ritzman, Pearson.
Additional Reading Material	<ol style="list-style-type: none"> 1. Operations Management by J. Heizer, and B. Render. 2. Total Quality Management by P. Mukherjee 3. Handbook of Materials Management by Gopalkrishnan. 4. Harvard Business Review. 5. Business Today 6. Business World 7. Production and Operations Management, (POMS Journal)
Teaching Methodology	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions • Case studies and class activities.
Learning Outcomes	<p>At the end of this course, the students should be able to:</p> <ul style="list-style-type: none"> • Utilize knowledge of fundamental concepts of operations management at work place. • Apply knowledge of theories, models and approaches to operational performance improvement at their workplace. • Develop skills for solving problems of manufacturing, operations and quality management.

Title:	Human Resource Management	Credits:03 (L3, P 0, U 3)
Course Objective	This course on Human Resource Management (HRM) shall expose students to have understanding about the various dimensions of Human Resources and Human Resources Development. The course will enable the students to develop concepts about the various HR policies, practices and decisions, regarding human resources of an organization contributing to Overall Organizational Objective.	
Unit I	<p>Human Resource Management: Introduction & Importance, Evolution of Human Resource Management, Difference between Personnel Management & Human Resource Management, HRM functions and objectives, Organization of the HR Department, HR as a Factor of Competitive Advantage, Line and staff responsibility of HR Managers; Essential skills of an HR manager (Team building, Leadership, Negotiation etc.)</p> <p>Human Resource Planning: Concept & Definition, Nature, Importance, Factors affecting HRP, Process of Human Resource Planning, Requisites of Successful HRP, Barriers to HRP.</p>	
Unit II	<p>Job Analysis: Basic concepts about Job Description, Job Evaluation, Job enlargement, Job enrichment and Job Rotation.</p> <p>Recruitment and selection process: Purpose and importance of recruitment, Recruitment & Selection process. Placement and Induction: Meaning & Definition, Essentials of selection procedure & approaches, Significance of Selection process and Organizational relationship, Barriers to effective recruitment and selection.</p> <p>Performance Management & Performance Appraisal: Introduction, meaning, need, purpose & Objectives of Performance Management System. Traditional & Modern appraisal techniques, pre-requisites, limitations and issues, Potential Appraisals</p> <p>Compensation Management: Introduction & Significance; Basic Concepts of job evaluation, wage/salary fixation, incentives, bonus, ESOPs, Fringe Benefits.</p>	
Unit III	<p>Human Resource Development: Introduction, Definition, Concepts & Process of HRD.</p> <p>Training and Development: Meaning, Importance, Benefits, Assessment of Training Needs, Training Methods: On-the job and Off-the-job training; Training need analysis, Delivery Methodology, Evaluation, Capacity Building.</p> <p>Employee Mobility: Introduction to the concept of Mobility, Internal mobility & External Mobility (Types, Pre-Requisites, advantages & Disadvantages)</p> <p>Career planning and Development: Concept, meaning and need of Career Planning & Development. Introduction to the basic concepts of employee Separations, Downsizing & Outplacement, HRIS, Fundamentals of Industrial Relations and Fundamentals of Labor Laws</p>	

Suggested Text Books	<ol style="list-style-type: none"> 1. Kapoor, S. (2015). Human Resource Management (Text and Cases). New Delhi: Taxmann. 2. Varkkey, B., & Dessler, G. (2017). Human Resource Management. New Delhi: Pearson.
Reference Books	<ol style="list-style-type: none"> 1. Sarkar, J., & Haldar, K. (2012). Human Resource Management. New Delhi: Oxford Higher Education/Oxford University Press. 2. Sinha, P. R., Shekhar, S. P., & Bala, I. (2016). Human Resource Management. New Delhi: Cengage Learning India Private Limited.
Additional Reading Material	<ul style="list-style-type: none"> • Human Resource Management. Retrieved from https://open.umn.edu/opentextbooks/textbooks/human-resource-management. • Human Resource Management. Retrieved from https://www.forbes.com/sites/forbeshumanresourcescouncil/2017/08/24/10. • Human Resource Management. Retrieved from www.journals.elsevier.com/human-resource-management-review. • Human Resource Management. Retrieved from https://onlinelibrary.wiley.com/journal/17488583. • Journal of HRM. Retrieved from https://www.jhrm.eu. • Journal of human resource management. Retrieved from www.sciencepublishinggroup.com/journal.
Teaching Methodology	<ul style="list-style-type: none"> • Lectures, presentations and demonstrations. • Assignments • Group discussions • Case studies and Critical analysis.
Learning Outcomes	<p>At the end of this course, the students should be able to:</p> <ul style="list-style-type: none"> • The students after completion of this course will be having in-depth understanding of the basic concepts, functions and processes of Human Resource Management. • There will be conceptual clarity regarding the role, functions and functioning of Human Resource Department of the organizations. • The students will be in a state to initiate the designing and formulation of various HRM processes such as Recruitment, Selection, Training, Development, Performance Appraisals and Reward Systems and Compensation Plans etc. • The students will be able to appreciate the international applications of Human Resource Management skills and to understand the contribution it can make to the strategic management plans of the organization.

Title:	Operations Research for Managers	Credits:03 (L3, P0, U3)
Course Objective	This course aims to introduce students to use quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems.	
Unit I	<p>Linear Programming I: Formulations and Graphic Solutions,</p> <p>Linear Programming II: Simplex Method, Solution to Maximization Problem, Solution to Minimization Problem, Big-M method, Unique solutions, Multiple Optimal Solutions, Infeasibility, Unboundedness, Degeneracy</p> <p>Linear Programming III (Duality and Sensitivity Analysis), Duality in LPP, Economic interpretations of dual, Sensitivity Analysis, Transport and Transshipment Problems, Problem statement, Solution to the Transport Problem, Initial Solutions with NWC rule, Initial Solutions with Least Cost method, Initial Solutions using VAM method, Finding Optimal Solution using MODI, Unbalanced Transportation Problem, Prohibited Routes, Unique vs Multiple Optimal solutions, Degeneracy, Maximization Problem, Transshipment Problem, Assignment Problem, Problem statement, Hungarian Assignment Method (HAM), Unbalanced Assignment Problems, Constrained Assignment Problems, Unique vs Multiple Optimal solutions, Solving Maximization problem using HAM</p>	
Unit II	<p>Integer Programming Introduction to Integer Programming, Integer Programming solution space, Branch and Bound Method</p> <p>Theory of Games: Two Person Zero-Sum Games, Pure Strategies (Minimax Maximin Principles) Games without Saddle Point, The Rules(Principles) of Dominance, Solution Methods without Saddle Point, $m \times 2$ and $2 \times n$ game problem</p> <p>Inventory Management: Introduction, types of inventory and inventory decisions and inventory costs, Inventory management systems. The Classical EOQ model, EOQ with price breaks, EOQ models for production runs, Inventory Models with shortages, Safety Stock, Selective approaches to Inventory Control (ABC, VED, HML, FSN, XYZ), Decision Making under conditions of certainty, Uncertainty and Risk, Decision Trees</p>	
Unit III	<p>Sequencing: The sequencing problem and the assumptions, Solutions to sequencing Problems</p> <p>Queuing Theory: Introduction, General structure of queuing systems, Operating Characteristics of queuing systems, Queuing Models, Probabilistic Queuing Models (Poisson – Exponential single server model – Infinite Population), Cost Analysis</p> <p>Simulation: Concept, Steps of Simulation Process, Advantages and Disadvantages of Simulation, Monte Carlo Simulation, Application to Management Problems</p> <p>Concepts of Goal Programming, Goal Programming Model Formulation, Graphical Method of Goal Programming, Application Areas of Goal Programming.</p>	
Suggested Text Books	<ol style="list-style-type: none"> 1. Quantitative Techniques in Management by N. D. Vohra, 4th edition, Mc Graw Hill, 2010 2. Operations Theory and Applications by J K Sharma, 4th edition, Macmillan, 2010 3. Operations Research (Quantitative Techniques for Management) by V. K. Kapoor 	

	4. Operations Research by KantiSwarup, P. K. Gupta, Man Mohan
Reference Books	<ol style="list-style-type: none"> 1. Introduction to Operations Research” by F S Hiller and G J Leiberman. 2. Operations Research by Panneerselvam and R. 3. Operations Research – An Introduction by H A Taha
Additional Reading Material	<ol style="list-style-type: none"> 1. MIT Sloan Management Review 2. Harvard Business review 3. OPSEARCHJournal of the operational research society of India. 4. European Journal of Operational Research – Elsevier
Teaching Methodology	Classroom Lectures & Presentations, Live research projects
Learning Outcomes	<ol style="list-style-type: none"> 1. Students will learn to use quantitative methods 2. Techniques for effective: Decisions–making; 3. Model formulation and applications that are used in solving business decision problems. 4. Understand the mathematical tools that are needed to solve optimization problems. 5. Learn to build and solve Transportation Models and Assignment Models 6. Identify and develop operational research models from the verbal description of the real System

Title:	Business Environment	Credits:03 (L3, P 0, U 3)
Course Objective	The objective of course is to enable students to understand the overall business environment and evaluate its various components in business decision making. It will also help students to familiarize with the nature of business environment and its components. The course contents facilitate the students to develop conceptual framework of business environment and generate interest in international business.	
Unit I	Business Environment – types of environment– environmental analysis and strategic management – classification of industries – goals of business – environmental analysis and forecasting – techniques for environmental analysis; Economic Environment – Nature of economy – structure – economic policies – economic conditions - Capitalistic, Socialistic & Mixed Economy; Industrial Policy	
Unit II	Political, Legal and Regulatory Environment; Technological Environment; Natural Environment; Social and Cultural Environment: Societal Environment; Social Responsibility of Business; Consumer Rights	
Unit III	Demographic Environment; Labour Environment; Labour Laws – Trade Unions; Quality Circles; Introduction to International Business Environment – GATT and WTO; IPR, TRIPS, TRIMS, Globalization – Liberalization – Privatization– Role of MNCs in India – Flow of foreign Capital, export and import policy – foreign exchange FERA and FEMA -corporate governance –social responsibility and business.	
Suggested Text Books	<ol style="list-style-type: none"> 1. Francis Cherunilam, Business Environment – Text and Cases, Himalaya Publishers House 2. K Aswathappa, Business Environment, Himalaya Publishers House 3. Business Environment by Justin Paul, Publisher: McGraw Hill Education 	
Reference Books	<ol style="list-style-type: none"> 1. International Economics: Trade and Finance by Dominick Salvatore 2. International Economics by Sodersten. 	
Additional Reading Material	Business environment http://ssbnc.in/files/bcommaterial/BE.pdf Nature, Scope and Purpose of Business - https://www.researchgate.net/publication/299483672_Nature_Scope_and_Purpose_of_Business .	

	INTERNATIONAL BUSINESS – AN OVERVIEW http://www.pondiuni.edu.in/storage/dde/downloads/ibiii_ibe.pdf
Teaching Methodology	<ul style="list-style-type: none"> • Lectures, presentations and demonstrations. • Group discussions • Case studies and Critical analysis.
Learning Outcomes	<p>At the end of this course, the students should be able to:</p> <ul style="list-style-type: none"> • The students after completion of this course will be having in-depth understanding of the basic concepts • To understand the different environment in the business climate. • The students will be able to know the minor and major factors affecting the business in various streams • To understand the different environment like, political, technological and economic environment in the business. • Helps to acquire in-depth knowledge about legal environment etc.

Title:	Legal Aspects of Business	Credits:03 (L3, P 0, U 3)
Course Objective	The objective of this course is to describe the students' nature, meaning and fundamental tenets of law and various acts and laws applicable to managing business.	
Unit I	<p>1) Nature meaning & significance of Law. Society State & Rule of Law, Sources of Business Legislation,</p> <p>2) Indian Contract Act, 1872, Basic concept of a) Valid Contract b) Void, Voidable and Illegal Agreements c) Offer and Acceptance, Consideration, Capacity of the Parties to Contract, Free Consent- Coercion , Undue Influence , Misrepresentation , Fraud and Mistake, Legality of Object and Consideration (Basic ideas only), Concepts of Contingent Contract, Agency, Bailment and Pledge, Indemnity and Guarantee,</p> <p>3) <i>Sale of Goods Act</i>, 1930 Formation of Contracts of Sale- Goods and their Classification- Conditions and Warranties – Caveat Emptor- Transfer of Property in Goods- Performance of the Contract of Sales- Unpaid seller and his rights- Remedies for breach of contract of Sale of Goods.</p>	
Unit II	<p>1) Company Law (2013) : Essential features of company; Types of companies. Essential features of company; statutory Company. Registered Company , Private Limited Company, Public Limited Company, One Person Company,</p> <p>2) <i>Definitions of Memorandum of Association and Articles of Association Steps in formation of a Company</i></p> <p>3) <i>Capital</i>- Shares and Debentures; Equity & Preference shares, Rights and Bonus shares; Shares Certificates; Share Warrant; Reserve Capital; Debenture-Classification .Who are Directors, CSR provisions of Companies</p>	
Unit III	<p>1) Laws pertaining to Intellectual Property – Brief overview of the important Acts- 1) The Patent Act 1970 Amended in 1995, 1999, 2002 and 2005, 2) Trade Marks Act, 1999, 3) The Designs Act, 2000, 4) The Geographical Indication of Goods Act, 1999, 5) The Copyright Act, 1957: Copyright grants author's lifetime coverage plus 60 years after death for Literary dramatic, musical and artistic works, 6) The Protection of Plant Varieties and Farmers' Rights Act, 2001, 7) The Semiconductor Integrated Circuits Layout Design Act, 2000, 8) The Biodiversity Act, 2002</p> <p>2) Negotiable Instrument Act- Promissory Note, Bill of Exchange, Cheques -Salient features only</p>	

<p>Suggested Text Books</p>	<ol style="list-style-type: none"> 1. G.K Kapoor – Commercial Law Sultan Chand & Sons, New Delhi. 2. G K Kapoor and Sanjay Dhamija, Company Law and Practice, 25th Edition, 2021, Taxman 3. M.C. Shukla and S.S.Ghulsan – Principles of Company Law. 4. SushmaArora, Business Laws, 9th Edition, Taxman
<p>Reference Books</p>	<ol style="list-style-type: none"> 1. R.S.N. Pillai and Bagavathi – Business Law S.Chand& Co, NewDelhi. 2. M.C. Shukla - Commercial Law Sultan Chand & Sons, New Delhi. 3. Business Legislation for Management- M.C. Kuchhal 4. Sen & Mitra Commercial Law; The World Press Pvt. Ltd., Calcutta. 5. Business environment and Law, publication of the ICSI.
<p>Additional Reading Material</p>	<ul style="list-style-type: none"> • The Chartered Accountants, e- journal of the ICAI. • Chartered Secretary, e- journal of the ICSI. • The Management Accountants , e - Journal of the ICMAI • Indian Contract Act, 1872 – Bare Act • The Sale of Goods Act, 1930 – Bare Act • The Negotiable Instruments Act, 1881 – Bare Act • Company Law Manual – Taxmann • India Business Law Journal • Journal of Intellectual Property Rights • Vidhigya : The Journal of Legal Awareness
<p>Teaching Methodology</p>	<ul style="list-style-type: none"> • Lecture • Case laws • Practice • Assignment • Case study
<p>Learning Outcomes</p>	<p>At the end of this course, the students should be able to:</p> <ul style="list-style-type: none"> • The student should be adopt enough to use the knowledge of law to work place situations and ensure compliance. • Students should be able to defend legally their stand and work in a legally correct manner.

MBA SEMESTER III

Sl. No.	Name of Paper	Credits	Course Code
1	Business Analytics	3	MGT/711010
2	Elective-I	3	
3	Elective-II	3	
4	Elective-III	3	
5	Elective-IV	3	
6	Elective-V	3	
7	Elective-VI	3	
8	Summer Internship Program	6	MGT/714020
Total Credits in Semester – III		27	

Title:	Business Analytics	Credits:03 L3 P0 U3
Course Objective	At the end of the course it is expected that the students will be: <ul style="list-style-type: none"> •Familiar with basic statistical techniques and its application for managerial decision making •Prepared for data visualizations and Business Forecasting •Familiar with understanding and practical usage of the concept of Data Mining and Business Analytics 	
Unit I	Introduction to Business Analytics Business Intelligence: definition, concept and need for Business Intelligence, BI Basics: Data, information and knowledge, Role of Mathematical models Meaning and Significance of Business Analytics in Strategic Planning; Data Science, Data Collection, Data Visualization and Data Management; Developing a Business Analytics Approach, Application of IT in Business Analytics. Business Analytics at the strategic level: Strategy and BA, Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource.	
Unit II	Business Analytics at Analytical level : Statistical data mining, descriptive Statistical methods, Inferential Statistical Methods; Sampling distribution, Confidence Interval, Comparison of two samples, Chi-square Test, Simple Linear Regression, Analysis of Variance, Data Reduction, Multiple Regression Data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, principal component analysis Business Forecasting: Use of Business Analytics for demand forecasting, production forecasts, profitability analysis and customer retention forecasting, HR Planning, etc Sampling distribution, Confidence Interval, Comparison of two samples, Chi-square Test, Simple Linear Regression, Analysis of Variance, Data Reduction, Multiple Regression	
Unit III	Introduction to statistical software's like R-Software/SPSS/AMOS, Application of Business Analytics to Functional Areas of Management; Introduction and application of Business Analytics in Marketing Research, Human Resource Research, Financial Research and Operations Research; Reporting Business Analytics Research Results	
Suggested Text Books	1. Banerjee, T. and Banerjee, A. (2019) Business Analytics: Text and Cases, SAGE Publications India Pvt Ltd, ISBN:9789353287108 2. Mohanty, B. and Misra, S. (2016). Statistics for Behavioural and Social Sciences, Sage Texts, New Delhi, ISBN: 978-9351501817 3. Malhotra, N.K. and Dash, S. (2011), Marketing Research, 6/e, Pearson, New Delhi, ISBN:9781292103129	

<p>Reference Books</p>	<p>1.Pang-Ning, T.,Steinbach M. and Kumar, V. (2006), Introduction to Data Mining, Pearson Education, Boston, ISBN: 978-0321321367</p> <p>2. Jank W. (2011), Business Analytics for Managers, Springer, ISBN: 978-1-4614-0405-7</p>
<p>Additional Reading Material</p>	<p>1.Journal of Business Analytics, Taylor and Francis, (https://www.tandfonline.com/loi/tjba20)</p> <p>2. International Journal of Business and Data Analytics, InderScience Publishers, (https://www.inderscience.com/jhome.php?jcode=ijbda)</p>
<p>Teaching Methodology</p>	<p>Classroom Lectures,Assignments, Presentations,Casestudies & Hand-on (Statistical softwares)</p>
<p>Learning Outcomes</p>	<p>On successful Completion of the course, students would be able to:</p> <ul style="list-style-type: none"> • Identify and describe business problems in terms of analytical models • Use appropriate analytical for business solutions • Translate results of business analytic projects into effective course ofactions functions

MBA SEMESTER IV

Sl. No.	Name of Paper	Credits	Course Code
1	Entrepreneurship Management	3	MGT/721010
2	Elective-VII	3	
3	Elective-VIII	3	
4	Elective-IX	3	
5	Elective-X	3	
6	Dissertation	6*	MGT/724060
7	Comprehensive Viva-Voce	6*	MGT/723070
	Total Credits in Semester – IV	27	

Note: *Previously these courses i.e. Dissertation & Comprehensive Viva-Voce were of 3 Credits which has been now revised as 6 Credit Course with the discussion of BoS Members.

Title:	Entrepreneurship Management	Credits:03 L3 P0 U3
Course Objective	At the end of the course it is expected that the students will be: <ul style="list-style-type: none"> • Be able to learn the complexities of entrepreneurial business, its management preparing them to take up define the strategic, tactical, and operational roles and functions of management of the entrepreneurial venture. • Use critical thinking to formulate and execute managerial entrepreneurial strategies, plans, and procedures. 	
Unit I	Introduction to the concept of Entrepreneurship, definition of entrepreneur, traits of entrepreneurs, types of entrepreneur, Entrepreneur Vs Manager, Intrapreneur Vs Entrepreneur. Role of entrepreneurs in economic development, Ethics and social responsibility of entrepreneurs; Theories of entrepreneurship, Barriers to Entrepreneurship. Women Entrepreneurs- Issues and Challenges with woman entrepreneurs Introduction to various form of business organization (sole proprietorship, partnership, private companies, public limited Company, limited liability company) Family Businesses in India, Issues, challenges and opportunities for Entrepreneurs in India, Myths about entrepreneurs	
Unit II	Creating and starting venture, product planning and development process, preparation of feasibility reports. Selection of factory location, Demand analysis, Market potential measurement, The business plan; nature and scope of business plan, Writing business plans, Evaluating business plan, using and implementing business plans, marketing plan, financial plan, and organizational plan, Launching formalities. E-commerce and entrepreneurship, web based advertising (WBA).	
Unit III	The process of setting up small scale enterprises, new venture expansion strategies and issues, features and evaluations of joint ventures, acquisitions, mergers, and franchising. Institutional support to entrepreneurship; NIESBUD, EDII, MDI, STEPS, SIDBI, NABARD etc. Role in entrepreneurship. Role of directorate of industries, district industries centre (DIC), industrial development corporations, state financial corporations, small scale industries development corporations, khadi and village industries commission etc. Technical consultancy organizations, SISI, NSIC. Government support to new enterprises, schemes, start-ups, initiatives, source of finance etc.	
Suggested Text Books	1. Vasant Desai and Kulveen Kaur, Entrepreneurship Management, Himalaya Publishing House, ISBN-13: 978-9350979266 2. Shivganesh Bhargava, Entrepreneurial Management, Sage Publications India Private Limited, ISBN: 9789353281250	
Reference Books	1. Poornima M. Charantimath, Entrepreneurship Development and Small Business Enterprises, Pearson Publications, ISBN-13: 978-9353066260	
Additional Reading Material	1. The Journal of entrepreneurship (https://journals.sagepub.com/home/joe) 2. The International Journal of Entrepreneurship and Innovation (https://journals.sagepub.com/home/iei) 3. International Journal of Entrepreneurship and Small Business (https://www.inderscience.com/jhome.php?jcode=ijesb)	

Teaching Methodology	Classroom Lectures, Assignments, Presentations, Story Telling and Case studies
Learning Outcomes	<ul style="list-style-type: none">• After completion of the course students will be able to develop awareness about entrepreneurship and successful entrepreneurs.• Develop an entrepreneurial mind-set and assess their strengths and weaknesses from an entrepreneurial perspective.

Elective Group (Functional Area) Papers with its Codes

Currently Four Functional Areas: (For Dual Specialization as Major & Minor)

- 1. Human Resource Management (HRM)**
- 2. Marketing Management (MKT)**
- 3. Operations Management (OPS)**
- 4. Financial Management (FIN)**

Elective Group (Functional Area):	Course Code
<i>1. Human Resource Management</i>	
1. HRIS, HR Audit and HR Accounting	MGT /716100
2. Organizational Development and Change Management	MGT/716110
3. Performance Management Systems	MGT/716120
4. Management by Human Values	MGT/716130
5. Industrial and Labour Laws	MGT/726020
6. Employee Relations and Grievance Management	MGT/726040
7. Strategic HRM	MGT/726050
8. Compensation and Benefits Management	MGT/726060
9. International HRM and Cross-Cultural Management	MGT/726140
10. Team Management and Leadership	MGT/726150

Title:	Employee Relations and Grievance Management	Credits:03
Course Objective	The objective of this course is to enable students to learn the basics of Employee relations, Trade Unions, Industrial Conflict and its resolution and learn the different methods of Settlement of Disputes.	
Unit I	<p><i>Industrial relations and employee Relations:</i> Meaning, Objectives, difference, Concept and scope, Conditions for congenial IR , Models of IR system</p> <p><i>Industrial Conflict:</i> Definition of Disputes, conflict, causes, Types- strikes, lockouts, Consequences of industrial conflict, The parties to an IR system, their Values and Power dynamics</p> <p><i>Trade Unions:</i> Meaning of Trade Union, The Trade Unions Act of 1926: Objective scope & coverage, Definition of Trade Unions, Registration, Registered vs recognized Trade Union, Obligations & Rights of Registered Trade Union, revised provisions as per Code on Industrial Relations. Why do workers join Trade Union, Functions & Role of Trade Unions, Objectives of Trade Unions, Unions Structure and pattern in India, Problems of Trade Union in India. Revision of the Trade Union Act as per the new Code on Industrial Relations</p>	
Unit II	<p><i>Industrial Disputes Act-</i> its role in prevention and settlement of disputes through – works committee, conciliation, Board of Conciliation, Arbitration, Adjudication, Grievance procedure, Unfair Labour Practices</p> <p><i>Employee Discipline & Disciplinary action</i> - need, meaning, Code of discipline, Disciplinary Procedure, Domestic Enquiry, judicial approach to discipline.</p> <p><i>Workers Participation in Management:</i> Methods and Implications. The present scenario (Term Paper and Discussion)</p> <p><i>Industrial Employment Standing Orders Act 1946-</i> A very brief overview of the Act and how it helps to prevent Industrial disputes, the procedure for certification of standing orders, misconducts under the Act. Brief discussion on the changes in a, b and c above in the new Labour Codes</p>	
Unit III	<p><i>Other Preventive and settlement mechanisms:</i> Joint Consultations , Works committee , Joint Management Councils,</p> <p><i>Grievance Procedure</i>– Need for grievance procedure , Model grievance procedure, Welfare Officers</p> <p><i>Collective Bargaining,</i> Definition, Characteristics, Forms & scope of Collective Bargaining, Pre requisites for Collective Bargaining, The Process. Productivity Bargaining</p>	
Suggested Text Books	<p>1) Tandon, S.k., Collective Bargaining & the Indian Scene, New Delhi, S Chand and Co.</p> <p>2) Surinder Kumar & Prasantha Padhy (2008), Personnel Management & Industrial Relation , New Delhi, Satya Prakashan.</p> <p>3) Bare Acts- Universal Book Depot – with latest amendments- Industrial Disputes Act 1948, Trade Unions Act 1926, Factories’ Act 1948, Industrial employment (Standing Orders) Act, 1946</p>	

	<p>4) Mamoria, Dr. C. B and Mamoria (1998), Dr. S, Dynamics of Industrial Relations (2013 edition), New Delhi, Himalaya Publishing House.</p> <p>5) Nair, N G and Nair, Lata, Personnel Management and Industrial Relations, New Delhi, S Chand and Co.</p> <p>6) Sinha P. R. N, Sinha I. B. and Sherlekar S P S. Industrial Relations, Trade Unions and Labour Legislations, Pearson Education.</p>
Reference Books	<p>7) Ratnam, C S Venkata, Industrial Relations, Oxford University Press</p> <p>8) Surya Narayan Misra, An Introduction to Labour and Industrial Law, Allahabad Law Agency, 1978</p> <p>9) S.C. Srivastava, Industrial Relations and Labour Law, Vikas Publishing House, New Delhi</p> <p>10) Dr. Goswami, Labour and Industrial Law, Central Law Agency, 2011</p> <p>11) Chaturvedi, Labour and Industrial Law, 2004</p> <p>12) ZMS Siddiqi and M. Afzal Wani, Labour Adjudication in India, ILI, latest edition.</p>
Additional Reading Material	<p>1) https://labourlawreporter.com/</p> <p>2) https://us.sagepub.com/en-us/nam/management-and-labour-studies/journal202118 - Journal of Management and Labour studies of XLRI</p> <p>3) http://www.ilbco.com/lilr.htm - Labour and Industrial Law Reporter</p>
Teaching Methodology	<p>Lectures, Discussion of pertinent and landmark cases, term paper and presentations on recent IR cases. Survey of Trade Dispute, Report of Strike/Lay off/ Retrenchment</p>
Learning Outcomes	<p>1) The students should be able to appreciate the importance of nipping the grievances in the bud in organizations so as to ensure Industrial Peace and Harmony.</p> <p>2) Students should be aware of the various preventive and settlement mechanisms for industrial disputes.</p> <p>3) Students should understand the importance and mechanism of the grievance redressal, disciplinary proceedings and collective bargaining methods and techniques.</p>

Title:	Industrial and Labour Laws	Credits:03
Course Objective	This paper aims at getting an insight into The industrial and labour related problems and how the various industrial and labour laws aim to resolve them. In this paper the background, application, main scheme, enforcement and machineries of the following Acts will be covered:	
Unit I	1) Factories Act 1948: Definition of Factory, Worker and Manufacturing Process, Health, Welfare and Safety Provisions, Annual Leave with Wages, Working Hours of Adults. 2) Mines Act, 1952: Conceptual Idea about what is a Mine, Health and Welfare Facilities under Mines Act (brief comparison with Factories Act) Revised provisions of 1 and 2 above as per the new Labour Codes	
Unit II	1) Code on Wages Act 2019 - Provisions relating to a) Payment of Wages , Responsibility of Payment of Wages, Fixation of Wage Periods, Time of Payment of Wages, Deductions. b) Minimum Wages - Concept of Living, Fair and Minimum Wages, Fixing of Minimum Rates of Wages, Wages in kind, Payment of Minimum Rates of Wages, c) Payment of Bonus Eligibility, Extent and Payment of Bonus d) Equal Remunerations basic provisions. 2) Industrial Disputes 1947 – Meaning of Industrial Disputes, Provisions relating to layoff, retrenchment, strikes and lockouts, model grievance procedure, Authorities under the act, conciliation, arbitration and adjudication. Revised provisions as per the new Labour Codes.	
Unit III	1) The Employees’ Compensation Act, 1923: Definitions of Employees and Wages, Types of disablements, Employer’s liability for Compensation, Calculation of Compensation. 2) Contract Labour Act : Definition of Contract Labour, Boards, Duties and Responsibilities of Principal Employer and Contractor. 3) The Employees State Insurance Act, 1948: Applicability of the Act and Brief Overview of Contributions and Benefits. Revised provisions as per the new Labour Codes of 1,2 and 3 above	
Suggested Text Books	1) The Bare Acts of all the above mentioned Acts –with latest amendments 2) Mallik P.L., Industrial Law (Latest edition), Lucknow, Eastern BookCo.	
Reference Books	1) Jain S. P. and Agrawal Simmi (1997), Industrial and Labour Laws (Latest edition), Delhi, Dhanpat and Co., Pvt. Ltd. 2) Singh Avatar (2009), Introduction to Labour and Industrial Law, Nagpur, Wadhwa and Co..	
Additional Reading Material	1) https://labourlawreporter.com/ 2) https://us.sagepub.com/en-us/nam/management-and-labour-studies/journal202118 - Journal of Management and Labour studies of XLRI 3) http://www.ilbco.com/lilr.htm - Labour and Industrial Law Reporter	

Teaching Methodology	<ul style="list-style-type: none">• Classroom Teaching• Case Studies• Case laws
Learning Outcomes	The students should be well conversant in the nuances of Labour Laws so that they can handle the labour force in their organization in compliance with the laws.

Title:	Organizational Development and Change Management	Credits:03
Course Objective	The objective of this course is to make students understand the process of organizational change and developments, evaluate on organizational change, examine the types of OD interventions with their customized applications, design and implement proposal for an OD intervention change management concepts.	
Unit I	Introduction to Organizational Development and Change Management Organizational Change-meaning, nature, types, planning for change, key roles in change process, strategies for implementing change; theories of planned change; Organizational change agents; Attitude measurement for change; Power, leadership, Technology, culture & Organizational change; Organizational development – Evolution of OD, definition, nature and characteristics; process of organizational development, Phases of OD	
Unit II	Models of Organizational Change & OD Process and Interventions Managing change process, Models of Organizational change: Teleological, Evolutionary, Life Cycle, Dialectical, Social Cognition, Cultural and Multiple models. Resistance to Change: Cognitive, emotional and personally oriented Resistance; Organizational diagnosis; Classification of interventions: person focused, role focused and team focused. OD intervention techniques: sensitivity training, team building, survey feedback, grid training, process consultation, role analysis technique, role negotiation technique and force field analysis.	
Unit III	Contemporary Issues and Applications Challenges and controversies, Humanistic or Business Orientation, Using Emotional Intelligence for OD & Change Management Challenges of Downsizing, Reengineering, Human Resources, Executive Coaching and Extra Lean Organizations; Organizational development in service sector and global context; OD Practitioners – role, competencies requirement, professional ethics and value and experiences, shifting demographics of OD practitioners; Future trends in Organizational Development.	
Suggested Text Books	1. D K Bhattacharya, Organizational Change and Development, Oxford University Press. ISBN: 0-19806646-5 2. Harsh Pathak, Organizational Change, Pearson Publication, ISBN: 978-81-775-8431-8 3. S. Ramnarayan&T.V.Rao, (2011) Organizational Development (2nd edition), Sage Publications, ISBN: 78- 81-321-0739-2 4. Nair, N G and Nair, Lata, Personnel Management and Industrial Relations, New Delhi, S Chand and Co. 5. Sinha P. R. N, Sinha I. B. and Sherlekar S P S. Industrial Relations, Trade Unions and Labour Legislations, Pearson Education.	

<p>Reference Books</p>	<p>1. David L. Bradford & W. Warner Burke (2005) Reinventing Organizational Development, Pfeiffer (Wiley), ISBN: 978-0-7879-8118-1</p> <p>2. Cummings, T.G., Worley, C.G. (2004).Organizational Development and Change (8th Ed.) ISB: 0 324 224 93-1</p>
<p>Additional Reading Material</p>	<p>1. Journal of Organizational Change Management, Emerald Publishing Limited, (https://www.emerald.com/insight/publication/issn/0953-4814)</p> <p>2. Leadership & Organization Development Journal, Emerald Publishing Limited, (https://www.emerald.com/insight/publication/issn/0143-7739)</p>
<p>Teaching Methodology</p>	<p>Classroom Lectures, Assignments, Presentations and Casestudies</p>
<p>Learning Outcomes</p>	<p>After completion of the course students will be able to:</p> <ul style="list-style-type: none"> • Understand organizational development process, and be prepared for bringing change and develop organizations. • Understand and apply the various models of change management. • Have a better understanding of change resistance and its handling mechanism / approach.

Title:	International HRM and Cross Cultural Management (Skill)	Credits:03
Course Objective	Globalization, growing presence of multinationals with expatriate managers, cross bordermergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. The course seeks to look at HRM in an international perspective to deal with complex issues and manifold risks associated with diverse workforce and HR processes at a global level.	
Unit I	Globalization: Nature of Globalization, drivers of globalization and its ripple effects. <i>Conceptual framework of Global HRM</i> – what is GHRM-overview, significance and issues, difference with Domestic HRM. <i>Cross cultural management and IHR</i> - concept of culture, how culture affects management approaches, Cultural Predisposition and Cultural Dimensions, Managing across cultures	
Unit II	<i>Staffing of international business:</i> Recruitment and selection of staff for international assignments, Linking staffing with the evolution of MNCs, Staffing Orientation (Parent Country Nationals (PCNs, Host Country Nationals (HCNs) and Third Country Nationals (TCNs), Managing expatriates, Causes of expatriate failure. <i>Training and development of international staff-</i> Identifying training needs, Determinants in the international context, components of expatriate training, how is HCN Training different, TCN training challenges. <i>Performance Management of International Employees:</i> Key steps in International Performance Management, how performance management differs in the International context	
Unit III	<i>Compensation Management in Multi-national Companies:</i> Objectives, strategies and philosophies of Compensation, Components of international Compensation and Nuances of Compensation Management in MNCs <i>International Industrial relations:</i> Nature of Industrial relation for MNCs, Approaches to IR, Role and Strategies of players in IR. <i>Expatriation and repatriation</i> – Challenges and Issues.	
Suggested Text Books	<ul style="list-style-type: none"> • Punnett Betty Jane, INTERNATIONAL PERSPECTIVES ON ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT, M.E. Sharpe. • MonirTayeb, INTERNATIONAL HRM, Oxford University Press. 	

	<ul style="list-style-type: none"> • Dowling & Welch, INTERNATIONAL HRM: MANAGING PEOPLE IN MULTINATIONAL CONTEXT, Cengage Learning, New Delhi. • International Human Resource Management, Tony Edwards, Pearson Education • Global Human Growth Model, M.N.Rudrabasavaraj, Himalaya
Reference Books	<ol style="list-style-type: none"> 1) Dowling, Peter . and Welch, Denise E Managemnt, E, International Human Resource Thomson Learning/Excel books, 2005. 2) Gupta, S. C., Textbook of International HRM, Macmillan India Limited, 2006. 3) Mead, Richard, International Management: Cross Cultural Dimensions, Blackwell Publishing, 2005. 4) Tayeb, Monir H., International Human Resource Management: A Multinational Company Perspective, Oxford University Press, 2005.
Additional Reading Material	<p>1) Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA</p> <p>2) Marie-Joelle Browaeyns and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.</p> <p>3) Blader, S. L., Chang, C, and Tyler, T. (2001) Procedural Justice and Retaliation in Organizations: Comparing Cross – Nationally The Importance of Fair Group Processes. The International Journal of conflict Management, 12(4), 295-311.</p> <p>4) . Ramachandran, J., Manikandan, K.S., & Pant, A., (2013), Why Conglomerates Thrive (Outside US), HBR, AOL Copy</p>
Teaching Methodology	Role Plays Case studies, Presentations and discussions on current scenario of IHRM and Group assignments.
Learning Outcomes	<p>After completion of the course students will be able -</p> <ul style="list-style-type: none"> • To elevate student’s global thinking, multi – cultural sensitivities, and leadership capability to drive the planning, design, and delivery of talent management investments and practices in the highly complex multi - national environment. • To understand the nuances of Cross Cultural Communication and develop skills for managing people in multinational organizations.

Title:	Management by Human Values	Credits:03
Course Objective	<p>The objective of this course is to sensitize students to the significant importance of Universal Values and Ethics so as to lead a meaningful and happy life and enlarge the vision of the students so that they can see life and work in the perspective of their contribution to Humankind and the world order.</p> <p>It aims to help the student to develop a holistic world view as well as the practical skills for ethical work practices and living with fulfilment, i.e., living in harmony as an individual as well as with family, society and the natural environment and understand the Indian philosophy and value system</p>	
Unit I	<p>a) Values – Importance and sources of value systems, types, values, values across cultures;</p> <p>b) Morality and Ethics – Law and Ethics – Kohlber’s and Gilligan’s theory of Moral development</p> <p>Theories of Ethics – Some of the important Teleological (Utilitarianism and John Rawls Theory) Deontological (Immanuel Kant’s Theory, Religion as Deontological approach , Virtue Ethics) and Hybrid (Personal Libertarianism, ethical egoism and enlightened Ethical Egoism) theories</p> <p>Ethical dilemmas and tests of Ethics.</p> <p>c) Business ethics – nature, characteristics and sources</p> <p>Concept of Justice (Retributive, compensatory and Distributive justice and bases of distribution of burdens and benefits in society) and Rights (positive, negative , legal Contractual and Human Rights and UN Declaration of Human rights).</p>	
Unit II	<p>Indian values and ethics –</p> <p>a) Indian Concept of Self and its composition, Indian concept of Happiness (Anand) and panchKoshiyaVikas.</p> <p>Concept of Universal Values of Happiness and Prosperity</p> <p>b) Harmonious living for Blissful Life as per Indian Value System – Stages of an ideal life as per the Indian Philosophy, Harmony with Self, Relationship Harmony</p> <p>c) Harmony in Society The Concept of Knowledge (Gyan) , wisdom (Vivek) and Science (Vigyan) and how they contribute to a harmonious society).</p> <p>Harmony with Nature and Universal Harmony and equilibrium – sustainable management practices.</p>	
Unit III	<p>a) How can Organizations ensure ethical practices – Mission and Vision statements and their impact on ethical practices of the Organization. Codes of conduct and Codes of ethics, Building Ethical Organizational Culture,</p> <p>International Codes of Conduct - Caux Round Table and Arctus tool as standardized global measures for ethical performance of Business Organizations.</p>	

	<p>b) Ethical Environmental Practices – Some Laws on environment protection in India and their efficacy. The satoyamainitiaavive in Japan as a model for sustainability</p> <p>c) Unfair Trade Practices and Restrictive Trade Practices</p>
Suggested Text Books	<p>S. K. Chakraborty : Values and Ethics in Organisation, OUP</p> <p>R. Roj : A study in Business Ethics, Himalaya Publishing.</p> <p>L. T. Hosmer : The Ethics of Management, Universal Book.</p> <p>D. Murray : Ethics in Organizational, Kogan Page.Module-1</p> <p>Manuel G. Velasquez: Business Ethics – Concepts and Cases, Prentice Hall</p>
Reference Books	<p>S. Kannan and K. Srilakshmi : Human Values and Professional Ethics, Taxmann</p> <p>N. Tripathi : Human Values, New Age International</p>
Additional Reading Material	<p>1. Journal of Business Ethics, Springer (https://link.springer.com/journal/10551/volumes-and-issues/173-4)</p> <p>2. Business Ethics the Environment and Responsibility, Wiley Online Library (https://onlinelibrary.wiley.com/journal/26946424)</p>
Teaching Methodology	<p>Classroom Lectures, Assignments, Presentations, Casestudies of ENRON, TYCO, Satyam, Tylenol case etc) & Introspective techniques.</p>
Learning Outcomes	<p>After completion of the course students will be able -</p> <ul style="list-style-type: none"> • To understand how to live a fulfilled and meaningful life. • To work with a vision that aims at contributing to the whole of mankind.

Title:	Performance Management System	Credits:03
Course Objective	At the end of the course it is expected that the students will be: <ul style="list-style-type: none"> • <i>Enable students to understand the core concept of Performance Management System</i> • <i>Understanding the connect between PMS and Employee Development</i> • <i>Developing a clarity regarding Reward, Legal, and Team related dimensions of Performance Management System</i> 	
Unit I	<p>Performance Management System: Meaning, objectives and role of Performance Management, Organizational dynamics and Performance Management, Characteristics of an ideal PM Systems, Dangers of poorly implemented PMS, Ethical Issues and Dilemmas in Performance Management.</p> <p>Performance Management Process: Pre-requisites, performance planning, execution, assessment, review, renewal and re-contracting.</p> <p>Performance Management and Strategic planning: Integration with other HR activities, Linking to strategic planning.</p> <p>Performance Management in Multi-National Corporations</p>	
Unit II	<p>Defining performance & its Determinants - implications for addressing performance problems, factors influencing determinants of performance, Performance dimensions, approaches to measuring performance, Trait Approach, Behaviour Approach & Results Approach; Measuring results & behaviour. Gathering Performance Information: Appraisal forms, characteristics of appraisal forms, rating, appraisal period, performance information providers, Rater motivation theory, preventing rating distortion. Implementing PMS: Communication plan, Appeal process, training program for the acquisition of required skills, Pilot testing, Monitoring & Evaluation. Employee Development: Personal development plans, direct supervisors role, modern feedback systems; Coaching: Coaching styles, process, performance review meetings.</p>	
Unit III	<p>Reward Systems & Legal Issues: Definition of reward systems & types Traditional & contingent pay plans, Issues with contingent pay plans, selecting a contingent pay plan, putting pay in context, PM & law, legal principles affecting performance management, Laws affecting performance management.</p> <p>Managing Team Performance: Definition & introduction to teams, types of teams & implications for performance management, purpose & challenges for team performance, including team performance in the performance management, rewarding team performance.</p> <p><i>Role of HRIS in PMS</i></p>	
Suggested Text Books	<ol style="list-style-type: none"> 1. Herman Aguinis, Performance Management, Second Ed. (2011), Pearson Publication, ISBN: 978-81-317-2564-1 2. T V Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2004, ISBN-13: 978-0761998471 	

Reference Books	<p>1. Pawan S. Budhwar, Angelo S. Denisi, Arup Varma, NEW Performance Management Systems: A Global Perspective Paper, Routledge, 2008, ISBN: 978 0 415 77177</p> <p>2. 3. R K Sahu, Performance Management System, (2007), Excel Books, ISBN-13: 978-8174465122</p>
Additional Reading Material	<p>1. International Journal of Business Performance Management, Inderscience Publishers, (https://www.inderscience.com/jhome.php?jcode=ijbpm)</p>
Teaching Methodology	<p>Classroom Lectures, Assignments, Presentations, Role Plays and Case studies</p>
Learning Outcomes	<p>After completion of the course students will be able</p> <ul style="list-style-type: none"> • To understand the importance of employee performance to achieve the organizational goals. • Develop Students to identify and execute the process of performance management applications.

Title:	Compensation Management	Credits:03
Course Objective	At the end of the course it is expected that the students will be: <ul style="list-style-type: none"> • Be able to have understanding about the dynamics of wage and salary administration in managing business • Develop clarity about strategic linkages of Compensation management with other HR strategies 	
Unit I	Introduction to Compensation management and its impact on productivity, Understanding Employee Remunerations and Pay model Components of remuneration: Basic, Dearness Allowance – System of DA payment, fixation and duration. Allowances and reimbursements, Concept of retirement benefit: Employee PF, Gratuity, and Pension. Non-Monetary Benefits. Pay Model: Devising a pay model, compensation objectives, and factors affecting pay policy decision.	
Unit II	Performance Related Pay (PRP) :Definition, advantages, pre-requisites for an effective PRP program, Types of PRP: Short term (merit pay, individual incentive plans), straight piece work (team incentive plans, profit sharing plans and its calculation), and long term (stock option plans, employee stock ownership plans). Theories of Remuneration: Reinforcement theory, expectancy theory, equity theory and agency theory. Introduction to executive compensation and related issues.	
Unit III	Modern Techniques of Compensation: Incentive Schemes/ Payment–By-Results (PBR), Performance Linked Compensation, Tax Planning: Tax Implication of Employee Compensation Package to the Employer, Tax Efficient Compensation Package; Voluntary Retirement Scheme: Approaches to deal with the Workforce Redundancy Recent trends in 7 th Pay commission in India; Introduction to the basic concept of NPS (National Pension Scheme) International Compensation: Problems, Objectives, and Elements of Expatriate’s Compensation Package.	
Suggested Text Books	1. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press, ISBN-13: 978-0199456543 2. George Milkovich , Jerry Newman , Barry Gerhart , Compensation Management, McGraw-Hill Education, ISBN-13 : 978-0078029493	

Reference Books	<p>1. Joseph J. Martocchio, Strategic Compensation: A Human Resource Management Approach, Pearson Publications, ISBN 13- 9780134304212</p> <p>2. Richard I Henderson, Compensation Management in a Knowledge, Pearson Publications, ISBN 13- 9780130081155</p>
Additional Reading Material	<p>1. Compensation and Benefits Review, Sage Journals, (https://journals.sagepub.com/home/cbr)</p>
Teaching Methodology	<p>Classroom Lectures, Assignments, Presentations and Case studies</p>
Learning Outcomes	<p>After completion of the course students will be able to</p> <ul style="list-style-type: none"> • Understand the various dimensions of Compensation Management. • Make Students familiar with the role of various bodies involved in Compensation Management.

Title:	Strategic Human Resource Management		Credits:03
Course Objective	At the end of the course it is expected that the students will be: <ul style="list-style-type: none"> • Be able to connect between Organizational strategies and HR practices seeking Competitive Advantage and Sustained Competitive Advantage. • Be able to understand the necessity of alignment of HRM practices with other business strategies. • Be able to develop concept about various HR practices within and outside the organization, along with their impact on organizational performance. 		
Unit I	<p><i>Introduction to Strategic Human Resource Management:</i> Definition, need and importance of Strategic HRM, Introduction to business and corporate strategies, Integrating HR strategies with business strategies, Developing HR plans and policies</p> <p><i>Human Resource Environment:</i> Technology and structure, Workforce diversity, Demographic changes, Temporary contract labour, Global environment, Global competition, Global sourcing of labour</p> <p><i>Recruitment and retention strategies:</i> Online recruitment , Employee referrals, Recruitment process outsourcing , Head hunting, Executive education, Flexi timing , Telecommuting , Quality of work life , Work life balance , Employee empowerment , Employee involvement, Autonomous work teams</p>		
Unit II	<p><i>Training and Development Strategies:</i> Creating learning organization, Competency mapping, Multi-skilling, Succession planning, Cross cultural training</p> <p><i>Performance Management strategies:</i> Defining key result areas (KRA), Result based performance, linking performance to pay, Merit based promotions</p> <p><i>Reward and Compensation Strategies:</i> Performance based pay, Skill based pay, Team based pay, Broad banding , Profit sharing , Executive compensation, Variable pay</p>		
Unit III	<p><i>Retrenchment strategies:</i> Downsizing, Voluntary retirement schemes (VRS), HR Outsourcing, Early Retirement plans, Project based employment</p> <p><i>Human and Behavioural aspects in strategic implementation:</i> Matching culture with strategy, Human side of mergers and acquisitions, Leadership, power and politics, Employee morale, Personal values and business ethics</p> <p><i>Global HR Strategies:</i> Introduction to global HR strategies</p> <p><i>Green HRM: Concept and significance</i></p>		
Suggested Text Books	1. Charles R. Greer, Strategic Human Resource Management. New Delhi: Pearson Education Asia. ISBN: 9788177582062, 9788177582062 2. Tanuja Agarwalla, Strategic Human Resource Management. Oxford University Press, New Delhi. ISBN: 9780195683592		

<p>Reference Books</p>	<p>1. Jeffery A. Mello. Strategic Human Resource Management. New Delhi: Cenage Learnings. ISBN: 9781285426792</p> <p>2. Gary Rees and Smith Paul. Strategic Human Resource Management : An International Perspective, Sage Publications Limited, ISBN 13: 9781473969315</p> <p>3. John Storey, Patrick M. Wright and Dave Ulrich, Strategic Human Resource Management a Research Overview, Routledge, ISBN: 9780429490217</p>
<p>Additional Reading Material</p>	<p>1. The International Journal of Human Resource Management, Taylor and Francis, (https://www.tandfonline.com/toc/rijh20/current)</p> <p>2. Journal of Strategic Human Resource Management, Publishing India, (http://www.publishingindia.com/jshrm/)</p>
<p>Teaching Methodology</p>	<p>Classroom Lectures, Assignments, Role Plays, Management Games, Presentations and Case studies</p>
<p>Learning Outcomes</p>	<p>After completion of the course students will be able to</p> <ul style="list-style-type: none"> • Understand the basic theoretical concepts of strategies of HRM. • Develop students to apply various HR strategies at workplace focusing on new ways of working, diversity & inclusion, talent and performance management.

Title:	HRIS, HR Audit and HR Accounting	Credits:03
Course Objective	<p>At the end of the course it is expected that the students will be:</p> <ul style="list-style-type: none"> •Able to understand the concept of Human Resource Information System and applications of HRIS in Organizations •Conduct and evaluate HR Audit for various HR Processes for future interventions and plans • Understand the concepts and methods of HR accounting, and conduct the same for various HR related decision-making 	
Unit I	<p>UNIT-I: Human Resource Information System Introduction to Human Resource Information System; Data and Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, and Mechanics of HRIS; Programming Dimensions and HR Manager with no technology background; Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracler Financials and Ramco’s Marshal (only data input, output & screens with exposure to industries applying them)</p>	
Unit II	<p>UNIT-II: Human Resource Audit Definition, Importance & need of Human Resource Audit; Prerequisites and hindrances for a successful implementation of HR Audit; Scope of Human Resource Audit: competency mapping, manpower audit, recruitment, induction, performance management, Training & Development, organizational development interventions, 360 degree feedback and leadership development, OCTAPACE values; Human Resource Audit Instruments & Implementation: HR audit questionnaire and interview, types of analyses; Preparation of an HR audit report; Role of statistics in HR audit.</p>	
Unit III	<p>UNIT-III: Human Resource Accounting Concept, Objectives, Importance, needs and assumptions of HR Accounting; Models of HR Accounting: Methods of Human Resource Accounting: Cost Based Techniques: Historical Cost Method, Replacement Cost Method, Opportunity Cost Method, Standard Cost Method, Current Purchasing Power Method, Value Based Techniques: Lev and Schwartz Method, Hermanson’s Method, Stochastic Rewards Valuation Method, Jaagi and Lau Model, Morse Model, Chakraborty Model, Dasgupta Model; Limitations of HR Accounting; HR Accounting Practices in Indian Organizations, HR Accounting for managers and HR Professionals;</p>	

<p>Suggested Text Books</p>	<ol style="list-style-type: none"> 1. Badgi, S.M (2012), Practical Guide to Human Resource Information Systems, PHI Learning Pvt Limited, ISBN: 978-81-203-4529-4 2. Rao, T.V (2014).HRD Audit: Evaluating the Human Resource Function for Business Improvement. New Delhi:Sage Publications, ISBN: 978-81-321-1967-8 3. Rao, T.V (2008). HRD Score Card 2500. New Delhi : Sage Publications , ISBN: 978-81-7829-836-8 4. Flamholtz, E.G (1999). Human Resource Accounting: Advances in Concepts, Methods and Applications, Springer, ISBN: 978-1-4615-6399-0 5. Nisamusheen, T. & Mufliha. S (2017) Human Resource Accounting and Auditing, Laxmi Book Publication ISBN: 9781365402579
<p>Reference Books</p>	<ol style="list-style-type: none"> 1. Kavanagh, M.J., and Johnson, R.D. (2018), Human Resource Information Systems, New Delhi: Sage Publications, ISBN: 9781506351452 2. Phillips, J.J, Phillips, P.P and Smith, K. (2016) Accountability in Human Resource Management: Connecting HR to Business Results. Routledge, ISBN: 978-1-138-90994-6 3. Brian Becker, Dave Ulrich, and Mark A. Huselid (2001) The HR Scorecard: Linking People, Strategy, and Performance, Harvard Business Press, ISBN: 1-57851-136-4
<p>Additional Reading Material</p>	<ol style="list-style-type: none"> 1. The International Journal of Human Resource Management, Taylor and Francis, (https://tandfonline.com/toc/rijh20/current) 2. Human Resource Development Review, Sage Journals, (https://journals.sagepub.com/loi/hrd)
<p>Teaching Methodology</p>	<p>Classroom Lectures & Presentations, Case Study & Caselets, Group Assignments, Industrial/Corporate visit for HRIS S/W</p>
<p>Learning Outcomes</p>	<p>After completion of the course the student's will be able to:</p> <ul style="list-style-type: none"> • Have awareness about various HRIS packages and their benefits • Develop HR Audit instruments and carry out HR Audit process • Understand concept of Human resource accounting, its objectives, approaches to accounting process etc.

Elective Group (Functional Area):	COURSE CODE
<i>2. Marketing Management</i>	
1. B2B Marketing	MGT/716010
2. Consumer Behaviour	MGT/716020
3. Marketing Research	MGT/716030
4. International Marketing	MGT/716200
5. Product and Brand Management	MGT/716210
6. Sales and Distribution Management	MGT/726070
7. Services Marketing	MGT/726080
8. Digital and Social Media Marketing	MGT/726090
9. Web Based Advertising	MGT/726110
10. Retail Management	MGT/726120
11. Customer Relationship Management	MGT/726130
12. Integrated Marketing Communications	MGT/726160

Title:	Business to Business (B2B) Marketing (Skill)	Credits:03
Course Objective	<p>To understand how organizations make buying decisions; and the organizational influences and the variety of methodologies for addressing the concerns of influences.</p> <p>To understand the various occasions of organizational decision making, the role of B2B market research and branding of B2B brands and the new field of B2B Services.</p> <p>To familiarize with methods of marketing to the government and marketing to institutions.</p>	
Unit I	<p>Introduction to B 2 B marketing: introduction to B2B marketing; nature of B2B markets; markets and competitors the marketing plan and marketing planning process, evaluating marketing plans, B2B buying and customer analysis: nature of B2B buying; the buying center; the buying process; analyzing B2B customers; legal, political, and ethical issues of marketing: legal and regulatory environment of marketing; ethical issues and marketing; the marketer’s responsibilities.</p>	
Unit II	<p>Functions and tools of B2B marketing: Assessing industries and competitors: determining competitors; market research; competitor analysis; industry analysis; forecasting demand: market potential; company potential; forecasting B2B markets. making the key decisions: segmentation, positioning, strategy and objectives; selecting a marketing strategy; determining marketing objectives; life cycle strategies; market segmentation; product positioning. making product, pricing and distribution decisions: components of the product or service decision; relationship of product/service decisions to target market selection and product positioning decision;</p>	
Unit III	<p>Issues and effectiveness of the B2B marketing functions: Foundations of pricing; pricing strategies and tactics; bases of pricing; value-based pricing; sales and selling in B2B markets; the direct sales force; organizing for direct selling; nature and role of channel partners; making the channel decisions,</p>	

	making the marketing communication decisions: role of communications; key elements of marketing communications; role of the internet in transforming B2B marketing, tradeshows, and other forms of marketing communications; the financial aspects of the marketing plan: relating demand, forecasts, and costs to profitability; strategy, and decisions of product, price, distribution and marketing communications.
Suggested Text Books	<ol style="list-style-type: none"> 1. Industrial Marketing, P K Ghosh, Oxford University Press, New Delhi 2. Vitale, Robert P. & Giglierano, Joseph J.: Business to Business Marketing, South-Western 3. Lehmann, Donald R. & Winer, Russell S.: Analysis for Marketing Planning, 6E, McGraw-Hill Irwin 4. Industrial Marketing, Phadtare, Prentice Hall India Learning Private Limited
Reference Books	<ol style="list-style-type: none"> 1. Hutt & Speh, Industrial Marketing Management 2. H. Micheal, Hayes & Per Jenster, Business to Business Marketing, Irwin/McGraw- <ol style="list-style-type: none"> 1. Hill. Robert R. Reeder, Edward G. Brierty & Betty H. Reeder, Industrial Marketing: Analysis, Planning & Control, PHI
Additional Reading Material	<p>Industrial Marketing Management</p> <p>Harvard Business Review</p> <p>MIT Sloan Management Review</p> <p>Business Today</p>
Teaching Methodology	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions • Case studies and class activities.
Learning Outcomes	<ul style="list-style-type: none"> • Apply concepts of industrial marketing management at work place. • Utilization of knowledge of theories, models and approaches to B 2 B marketing in marketing functions. • Skill development for industrial marketing functions.

Title:	Consumer Behaviour	Credits:03(L3, P0, U3)
Course Objective	<p>At the end of the course it is expected that the students will be:</p> <ul style="list-style-type: none"> • Having an understanding about Consumer buying behaviour and trends in holistic manner • Familiar with consumer research in interpreting buyer motivation, and behaviour along with variables affecting them based on various situations • Equipped with frameworks to analyze consumer behavior and familiarity with current issues and emerging trends in Consumer Behaviour 	
Unit I	<p>Introduction to Consumer Behaviour Meaning, Definition and importance of Consumer Behavior, Consumer Behavior & Marketing Concept; Consumer Research process & model; Marketing impact on Consumer Behavior; Models of Consumer Decision Making: Schiffman and Kanuk's Model, Asaell's Model, Simple stimulus response model, Black Box Model; Steps in Consumer Decision Making Process [CDMP]</p>	
Unit II	<p>Consumer Modeling and Decision Making Approaches to Consumer Behavior; Traditional Models: Economic, Learning, Psychoanalytical, sociological Models; Contemporary models: Howard Sheith Model of Buying Behavior, Nicosia Model, Engel-Kollat-Blackwell Model, Engel –Blackwell and Miniard (EBM) Model, Webster and Wind Models of Organizational Buying Behavior, The Sheith Models of Industrial Buying ; Challenges of Consumer satisfaction, loyalty and migration. . Consumer Behavior and Brand Success; Consumer Decision making and Branding Strategies: Shopping Style & Brands, Strategies of Consumer Decision Making; Dark Side of Consumers: Consumer Terrorism, Addictive Consumption, Compulsive Consumption, Consumed Consumption Brand Positioning, Illegal Activities; Case Study – Patanjali Ayurved Ltd.</p>	
Unit III	<p>Online Consumer Behavior, E-Mode of Brand Positioning and e-Marketing Ethics Internet and E-Commerce; Latest trends in advertising influencing Consumer Behavior; Online decision making process; Marketing Implications: Creating and Synergy between offline and online positioning; Case Study: any online payment App/Portal Manipulating consumer: Forced exposure to Web Based Advertising (WBA), tinkering with customer perception, covert marketing and disturbing WBA; Consumer Communication Model; Case Study – any online shopping App/Portal</p>	
Suggested Text Books	<p>1. Leon G Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar (2010), Consumer Behavior, 10th Edition, Pearson</p>	

	<p>2. Suja R. Nair (2010), Consumer Behavior in Indian Perspective: Text and cases, 2nd Edition, Himalaya Publishing House.</p> <p>3. Singh Bhagwan (2017), Web Based Advertising: A Tool of Digital & Internet Based Marketing, 1st Edition, Anamika Publisher</p>
Reference Books	<p>1.S. Ramesh Kumar (2009), Consumer Behavior: Concepts readings and cases, The Indian Context, Pearson Education</p> <p>2. Michael R Solomon (2011), Consumer Behavior: Buying, Having and Being, 9th Edition.</p>
Additional Reading Material	<p>1. Journal of Consumer Behavior – An International Research Review, John Wiley & Sons Ltd (https://onlinelibrary.wiley.com/journal/14791838)</p> <p>2. Journal of Consumer Marketing, Emerald Publishing Limited, (https://www.emerald.com/insight/publication/issn/0736-3761)</p>
Teaching Methodology	Classroom Lectures, Assignments, Presentations, Casestudies & Field Surveys
Learning Outcomes	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • learn Consumer buying behaviour and trends in current market • interpret consumer research with help of understanding variables affecting consumer behaviour. • understand the marketing functions with respect to the consumer decision making.

Title:	Marketing Research	Credits:03
Course Objective	<p>The Course is designed to:</p> <ol style="list-style-type: none"> 1. Develop students awareness about market & research 2. Enable the students to know the facts of research methodology and marketing research 3. Improve familiarity of the students with emerging trends in Marketing Research 	
Unit I	<p>Introduction to marketing research; Defining the marketing research problem and developing a research approach; Research design; Secondary data collection and analysis; Internal secondary data and the use of databases; Qualitative research; focus group discussions; depth interviewing and projective techniques; data analysis; Survey and quantitative observation techniques; Causal research design: experimentation</p>	
Unit II	<p>Measurement and scaling: fundamentals, comparative and non-comparative scaling; Questionnaire design; Sampling: design and procedures; final and initial sample size determination; Survey fieldwork; Use of SPSS for data analysis; Data preparation; Frequency distribution, cross-tabulation and hypothesis testing; Analysis of variance and covariance</p>	
Unit III	<p>Identifying relationships; Multivariate techniques: Discriminant analysis; Factor analysis; Cluster analysis; Multidimensional scaling and conjoint analysis; Report preparation and presentation</p>	
Suggested Text Books	<p>Malhotra K. Naresh & Satya Bhushan Dash (2011), Marketing Research: An Applied Orientation, 6th Edition, Pearson Education, New Delhi. Berry G.C. (2011). Marketing Research. 4th Ed. Tata McGraw Hill Education. Krishnaswami K.N.; Appa Lyer Shivakumar and M. Mathirajan (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education, New Delhi</p>	

<p>Reference Books</p>	<p>Zikmund and Babin (2007), Marketing Research, Cengage Learning, New Delhi</p> <p>David, A. Aaker, V. Kumar, George, S. Day, Robert, P. Leone (2011). Marketing Research. 10th Ed. Wiley India Education Ltd.</p> <p>Carl, M.C. Daniel, Jr, Roger Gates. (2010). Marketing Research. 8th Ed. Wiley India Education Ltd.</p> <p>Dave Chaffey / Fiona Ellis-Chadwick / Kevin Johnston / Richard Mayer (2009), Internet Marketing: Strategy, Implementation and Practice, 3rd Edition, Pearson Education.</p> <p>Research for Marketing Decisions- 5e Paul E Green- Donald S Tull and Gerald Albaun Prentice Hall of India</p> <p>The essence of Marketing Research Peter M Chisnall- Prentice Hall of India</p> <p>Marketing Research Donald R Lehmann- Sunil Gupta & Joel Steckel- Addison-Wesley</p>
<p>Additional Reading Material</p>	<p>The essence of Marketing Research Peter M Chisnall- Prentice Hall of India</p> <p>Marketing Research Donald R Lehmann- Sunil Gupta & Joel Steckel- Addison-Wesley</p> <p>Harvard Business Review</p> <p>MIT Sloan Management Review</p> <p>Business Today</p>
<p>Teaching Methodology</p>	<p>Classroom Lectures, Assignments, Presentations, Casestudies & Field Surveys, Role Plays</p>
<p>Learning Outcomes</p>	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Formulate the Research Problem based on Marketing requirements • Design a data collection plan • Undertake data collection, and analysis • Prepare Reports suitable for Business Decision Making

Title:	Sales and Distribution Management	Credits:03
Course Objective	This course trains the student in the art and science of personal selling and sales force management. The student is trained to develop plans using various theories and tools for managing sales through various marketing channels.	
Unit I	Introduction to Sales Management; Nature and role of sales management, Sales Organization, Sales functions and policies, personal selling, theories and approaches to personal selling, Buyer seller dyads, Types of selling jobs, Sales force objectives, Sales force strategies, Theories of personal selling, Approaches to personal selling, Personal selling process, Customer related issues in personal selling, Automation in personal selling, Sales planning, Sales budgets	
Unit II	Estimating Market Potential and Forecasting Sales, Sales Quotas, Sales and Cost Analysis, Sales Force Management: Hiring and Training Sales Personnel, Time and Territory Management, Compensating Sales Personnel, Motivating the Sales Force, Leading the Sales Force, Evaluating Sales Force Performance	
Unit III	Marketing Channels, Channel Integration, Channel Management, Nature of Marketing Channels: Evaluating Channel Performance, Managing Channel Conflicts, Channel Information Systems, Wholesaling, Retailing, Ethical and Social Issues in Sales and Distribution Management	
Suggested Text Books	<ol style="list-style-type: none"> 1. Sales Management-Decisions, Strategies and Cases, 5e, Richard R Still, Edward W Cundiff, Norman A P Govoni/ Prentice-Hall, India 2. Marketing Channels, 5e, Louis W Stern, Adel I EI-Ansary & Anne T Coughlan/ Prentice-Hall, India 3. Marketing Channels: A Relationship Approach, Lou E Pelton, David Strutton & James R Lumpkin 	
Reference Books	<ol style="list-style-type: none"> 4. Sales and Distribution Management Tapan K Panda, Sunil Sahadev Oxford University Press 5. Strategic Logistics Management, 3e, Douglas Lambert & James R Stock/ Tata Mc Graw Hill 	
Additional Reading Material	Harvard Business Review MIT Sloan Management Review Business Today	
Teaching Methodology	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions, Role Plays • Case studies and class activities. 	

Learning Outcomes	After studying this course, student should be able to: <ul style="list-style-type: none">● Identify prospects, design communication strategies, evaluate and resolve objections and close sales● Recruit sales personnel, motivate and lead sales personnel, design compensation policies for sales teams● Formulate strategies for Territory and Time management for sales force productivity● Design and Develop Marketing Channels to promote sales● Select Channel Partners and Handle marketing channel conflicts
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Title:	Services Marketing	Credits:03
Course Objective	The course is designed to cover important aspects of marketing of services, increase students understanding of marketing practices and strategies as applied in the service sector. The students learn and practice the application of marketing tools and techniques in the various service industries.	
Unit I	Overview of Service Marketing: What is service, Framing the Service: The Servuction Model, The Service Economy, Ethical considerations for service marketers, Difference between product and Service. Characteristics of services; service continuum; Consumer Decision-making in Service; Services Marketing Mix, 7Ps, Focus on Service Processes, Physical Evidence and People; Stages of Operational competitiveness; Sources of Competitive advantage in service; Sustainability of competitive advantage	
Unit II	Considerations for Services Pricing, Service Pricing Strategies, Effective Service Promotion, Managing the Service Communication Process; PLC and Communication Objectives; Setting Communications Budget; Formulating Service Firm's Positioning Strategy; Establishing Message & Media Strategies; Managing Digital and Social Media; Service through Social Media; Managing the Servicescape and other Physical Evidence; Strategic role of Servicescape; The SOR Model; Developing Servicescape; Managing the senses when creating Servicescape; Managing Service Consumers; Consumer performance and operational efficiency, Consumer Performance and IT, Consumer Satisfaction and Consumer Performance, Managing consumer service perceptions; Implementing Successful Service Strategies: Essentials of customer satisfaction measurement, Measuring Customer Satisfaction	
Unit III	Service Quality: Definition, Diagnosing failure gaps service quality, Measuring Service Quality: The SERVQUAL Measurement Scale, Service Quality information Systems; Managing Service Failures and Implementing Effective Recovery Strategies: The psychology of customer complaining behaviour Developing a service recovery management programme; Strategy for facilitating customer loyalty and retention: Understanding customer loyalty, retention and its benefits, customer retention programmes	
Suggested Text Books	<ul style="list-style-type: none"> ● Lovelock, C. (2003). Services Marketing: People Technology, Strategy 5/e, Pearson Education, New Delhi. ● Zeithaml, VA. and Bitner, M. (2011) Services Marketing, 5th edition, McGraw Hill, New York. 	

<p>Reference Books</p>	<p>6. Bateson J E G and Hoffman D (2008), Services Marketing, Cengage Learning, Canada</p>
<p>Additional Reading Material</p>	<p>Harvard Business Review MIT Sloan Management Review Business Today</p>
<p>Teaching Methodology</p>	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions, Role Plays • Case studies and class activities.
<p>Learning Outcomes</p>	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Understand and Apply the extended marketing mix for various service industries • Measure and Manage service quality • Design and manage the customer loyalty programs

Title:	Customer Relationship Management (CRM)	Credits:03 (L3, P0,U3)
Course Objective	The objective of this course is to equip the students to the need for customer relationships and applying the tools and techniques of relationship management to the marketing activities of the business. The students are capable of designing and developing data collection, storage, analysis and dissemination processes for decision making regarding segmentation, targeting, marketing mix decisions.	
Unit I	Introduction to CRM; CRM as a Business Strategy; Elements of CRM; CRM processes and systems; Strategy and Organization of CRM: History and Description of Customer Supplier Relationships, Dynamics; CRM as a integrated business strategy: nature and context CRM strategy; The relationship Oriented Organization: Mission, People, Culture, Structure, Communication and Information, Systems Marketing Aspects of CRM: Customer Knowledge; Privacy Issues, Information Policy; Communication systems for CRM, Customization, Individualization of product offering, pricing; Relationship Policy, translating the relationship policy into contact moments	
Unit II	Analytical CRM: Relationship Data Management Customer Identification, Customer Profiling, Data Analyses and Data Mining, Segment selection, Segmentation as a input for marketing strategy, Customer Retention and Cross Selling, Customer Value and Marketing Activities under relationship marketing, Life time value, balance scorecard as a mechanism for evaluation of CRM	
Unit III	Operational CRM: Call Centre Management Capacity Planning in Call Centres, Service Levels, Satisfaction through telephone contact and other modes of contacts; Website traffic, creating value during the visit, visit to transaction to delivery to retention management of customer, measuring of results, Direct Mail: process of developing, producing, sending and following-up direct mailings; effective direct mailings CRM Systems and Implementation: Overview, call centre, websites, data warehouse, content management Systems, campaign management systems; Implementation of CRM Systems: CRM road map, CRM Project Management; Integrating CRM with ERP systems; Factors influencing the future of CRM	
Suggested Text Books	1. Reilly & Brown, Investment Analysis & Portfolio Management, Thomson (South Western) Peelan, Ed, Customer Relationship Management, Pearson Education 2. Das, Subhasish, Customer Relationship Management, Executive Excellence 3. Seth, Jagadish, CRM: emerging concept, tools and applications, Tata McGraw Hill 4. Kumar, Alok and Sinha, Chhabi, CRM, Biztantra	

<p>Reference Books</p>	<ol style="list-style-type: none"> 1. Kincaid, Judith W, Customer Relationship Management Getting in Right, Prentice Hall of India 2. Philip Kotler, HermawanKartajaya, Ivan Setiawan. Marketing 4.0 Moving from Tradition to Digital, John Wiley and Sons 3. Philip Kotler, Kevin Lane Keller. Marketing Management, 15 edition, Pearson
<p>Teaching Methodology</p>	<ul style="list-style-type: none"> • Lectures, presentations and demonstrations. • Group discussions, Role Plays • Case studies and Critical analysis.
<p>Learning Outcomes</p>	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Understand need for relationship in marketing and strategy • Identify the factors influencing customer relationship management • Develop Strategy and Manage Implementation of CRM in organizational setup • Calculate customer life time value and RoI on relationship activities • Applying CRM systems for Call Centre, Websites, Telephone Interaction, Direct Mail and Face to face interactions • Design Data Warehouse, Content Management Systems and Campaign Management Systems

Title:	Integrated Marketing Communications (IMC)	Credits:03 (L3, P 0, U 3)
Course Objective	<p>The objective of this course is to enable students to learn a holistic approach to Integrated Marketing Communication and apply the principles, tools and techniques in real-life situations in the industries. The students will be able to develop marketing communication strategies and formulate the media plan, content strategy and integrate the communication mix to</p>	
Unit I	<p>Overview of integrated marketing communication (IMC), Concept and Process of IMC, MarcomsChallenges: Enhancing brand equity influencing behavior, Elements of IMC & Developing respective communication campaign</p> <p>Origins and evolution of IMC, A focus on brands and branding, Lesser importance of the classical 4 Ps., Technology and e-commerce, Customization vs. massification, Measurement and Accountability, Globalization, The impact of new technology, Stages of IMC development</p> <p>Advertising Agency, Departments of Advertising Agency, Client Servicing; Client Agency Relationship, Account Planning; Ethics and Social Responsibility in IMC campaigns</p>	
Unit II	<p>Identifying customers and prospects, Customers aggregated in behavioral groups, Understanding customers and Prospects, Data Sources and Databases for IMC, Combining and Sharing Customer Data, Generating Customer Insights, The value of customers and prospects, Customers are assets and communication an investment. Customer/prospect valuation, Creating customer and marketplace value, 5Rs: Recognition, Relevance, Receptivity, Response, Relationship, Marketer-customer reciprocal relationship.</p>	
Unit III	<p>Planning Marketing Communication Delivery, Brand contacts, Brand contact audits, Alternative communication paths, Brand networks; Planning Marcom Content: Understanding customer insights, Matching organizational capabilities with costumer insights, Strategy development Advertising, Sales Promotion, Publicity, Personal Selling, Direct marketing and direct response methods, Event Management, Trade Fairs and Exhibitions</p> <p>IMC Message Design: AIDA model Considerations for creative idea Visualization,</p> <p>Media Management; Media Buying Strategies and execution; Evaluating MarketingCommunication Programs</p>	

Suggested Text Books	<ol style="list-style-type: none"> 1. Integrated Marketing Communications Kenneth Clown& Donald BachTata McGraw Hill 2. Advertising Management Rajeev Batra, John G.Myers& David A Aaker, PHI 3. Integrated Marketing Communications Duncon- TMH 4. Foundations of Advertising Theory & Practice- S.A.Chunawalla&K.C.Sethia-Himalaya
Reference Books	<ol style="list-style-type: none"> 1. Integrated Marketing Communications Duncan- TMH 2. Foundations of Advertising Theory & Practice- S.A.Chunawalla&K.C.Sethia-Himalaya
Teaching Methodology	<ul style="list-style-type: none"> • Lectures, presentations and demonstrations. • Group discussions, Role Plays • Case studies and Critical analysis.
Learning Outcomes	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Understand the concept, framework and tools for marketing communications • Design an Integrated marketing communication strategy • Media Management and Execution of Communication Strategy

Title:	Web Based Advertising (WBA)	Credits:03 L2, P2, U3
Course Objective	<p>The Course is designed to</p> <ul style="list-style-type: none"> • Enable students to apply marketing theory and concepts to what marketers do “there real world” • Enable the students to design effective marketing programs by selecting appropriate strategies for product,pricing,place and promotion. • Improve familiarity of the students with current issues and emerging trends in marketing. 	
Unit I	<p>Starting with Foundation: History of Internet, A Marketing Perspective in the Internet Age, Internet marketing v/s traditional marketing, Need of Website for Business; Understanding Web Environment: Customers & Internet, Types of Web Environment: Micro and MacroEnvironment, the abbreviationsusedwhileworking/marketing through web.</p>	
Unit II	<p>Web Based Advertising (WBA) Advertising Defined, Roles, Players and Basic Medias of Advertising, Evolution of Advertising and its types, Introduction & Inception of Web Based Advertising (WBA), Types of WBA, Model of WBA, Revenue Models of WBA, Popular Terms of Web Advertising Trade. (Practice Case: Online Ads development)</p>	
Unit III	<p>Recent Trends in Digital Marketing:Mobile Based Marketing, Video based marketing (You tube etc), Digital Marketing Strategy, Virtual Reality Based Advertising (VRBA). (Practice: Ad designing for Provinces)</p>	
Prescribed Text Books	<p>1. Dave Chaffey, Fiona Ellis- Chadwick, Kevin Johnston & Richard Mayer (2009), Internet Marketing: Strategy, Implementation and Practice ,3rd Edition, Pearson Education.</p> <p>2. Singh B., (2017), Web Based Advertising: A Tool of Digital and Internet Based Marketing, 1st Edition, Anamika Publisher.</p> <p>3. Lara Fawzy& Lucas Dworski (2011), Emerging Business Online: Global Markets and the Power of B2B Internet Marketing, Pearson Education</p>	
Suggested Text Books	<p>1. Susan Sweeney, Andy MacLellan, Ed Dorey, 3G Marketing on the Internet: Third Generation Internet Marketing Strategies for Online Success, 7th Edition, Maximum Press</p> <p>2. Catherine Juon, DunrieGreiling& Catherine Buerkle (2012), Internet Marketing Start To Finish, Que Publishing House</p> <p>3. Ramaswamy V.S.&NamakumariS. (2009), Marketing Management: Global Perspective Indian</p> <p>4. Context,4th Edition,MacmillanPublishersIndiaLtd.,NewDelhi.</p>	

	<ol style="list-style-type: none"> 5. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan U1(2011), Principles of Marketing: A South Asian Perspective, 2nd Edition, Pearson Education, New Delhi 6. Bose Biblab S. (2010), Marketing Management, 3rd Edition, Himalaya Publishing House Pvt Ltd., Mumbai 7. Kotler Philip; Keller Kevin Lane; Koshi Abraham & Jha Mithileswar (2009), Marketing Management: A South Asian Perspective, 13th Edition, Pearson Education, New Delhi <p>Suggested web links:</p> <ol style="list-style-type: none"> 1. http://epgp.inflibnet.ac.in/view_f.php?category=1408 Module 07, 18 & 20 2. https://www.google.com/onlinechallenge/dmc/dmc-intro.html
<p>Learning Outcomes</p>	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Improve familiarity with current issues and emerging trends in Online Advertisements. • Designing Web Pages • Ad creation with Multimedia Skills • Handling social media skills & Ad generation

Title:	Product and Brand Management (Skill)	Credits :03 L3, P0, U3
Course Objective	<p>The Course is designed to</p> <ul style="list-style-type: none"> • Familiarize the students with the fundamental concepts of product management and essential approaches to effective branding. • Provide a fundamental understanding of how to build, measure, analyze and manage brands. • Enable the students to formulate strategies for managing the brands over time and for new product development. 	
Unit I	<p>Introduction to Product Management:Classification of Consumer Products and Product Levels, Product Mix and Line Decisions, Types of Product Strategies, Factors Affecting Product Decisions, Responsibilities of a Product Manager. New Products Planning and Product Life Cycle: Classification of New Products, New Product Development Process, Latent Factors behind Marketing Success of a New product, Successful New Product Launches. Reasons for New Product Failures, Assumptions and Significance of Product Life Cycle, Stages of PLC with Corresponding Strategies</p>	
Unit II	<p>Product Positioning and Differentiation:Factors Affecting Positioning, Positioning Methods or Strategies, Choosing and Implementing a Positioning Strategy,Successful Positioning Experiences,Positioning Premium Products and their Differentiation Strategies.</p>	
Unit III	<p>Fundamental Concepts of Branding:Strategic Relevance of Branding, Types of Brands and Brand name Decisions,Brand Image, Brand identity and Brand Personality, Brand Positioning and Repositioning, Brand Strategy Decisions. Managing brand:Choosing Brand Elements to Build Brand Equity Developing a Brand Equity: Measurement and Management System,Brand Building Process, Designing and Implementing Branding Strategies,Managing Brands over Time</p>	
Prescribed Text Books	<p>1.Majumdar Ramanuj (2011), Product Management in India, 3rd Edition, PHI Learning Private Limited, New Delhi.</p>	

	<p>2. Dr. Rao K. Venugopal (2010), Product and Brand Management, 1st Edition, Himalaya Publishing House, New Delhi.</p> <p>3. Keller Kevin Lane; Parmeswaram Ambi M.G. & Jacob Issac (2011), Strategic Brand management, 3rd Edition, Pearson Education, New Delhi</p>
<p>Suggested Additional Readings</p>	<ol style="list-style-type: none"> 1. Lehmann Donald R. & Winer Russell S. (2010), Product Management, 4th Edition, Tata McGraw Hill Education Private Limited, New Delhi. 2. Chunawala S.A. (2011), Product Management, 8th Edition, Himalaya Publishing House, New Delhi. 3. Chitale A.K. & Gupta Ravi (2011), Product Policy and Brand Management, 1st Edition, PHI Learning Private Limited, New Delhi. 4. Mukherjee Kaushik (2009), Product Management, 1st Edition, PHI Learning Private Limited, New Delhi. 5. Chunawala S. A. (2011), Compendium of Brand Management, 4th Edition, Himalaya Publishing House, New Delhi. 6. Sasikumar K.; Chandrasekar K. S. (2011), Brand Management Practices – Issues and Trends, 1st Edition, Himalaya Publishing House, New Delhi. 7. Dr. Gupta S. L. (2009), Brand Management, 1st Edition, Himalaya Publishing House, New Delhi. 8. Keller Kevin Lane, Best practice cases in Branding, Pearson Education, New Delhi
<p>Learning Outcome</p>	<p>After learning this course, students will be able to:</p> <ul style="list-style-type: none"> • know about, products, brand management • know about STP strategies. • They will be also understanding of how to build, measure, analyze and manage brands. • Develop Brand management skills

Title:	International Marketing	Credits:03 L3, T0, P0
Course Objective	<p>The Course is designed to :</p> <ul style="list-style-type: none"> • Acquainting students with the concepts and operations of marketing in international environment. • Enable the students to develop and implement plans and strategies for entering international markets and managing overseas operations 	
Unit I	<p>International Marketing : Meaning, Nature and Importance of International Marketing ,Concepts and International Marketing Orientations ,Factors Affect International Marketing, Reasons for International Marketing ,International Marketing Decisions, Driving and Restraining Forces .International Marketing Environment : Internal and External Environment, Barriers in International Marketing, Trading Blocs.</p>	
Unit II	<p>Foreign Market Selection :Growing Intra-regional Trade, MNCs and International Business , Market Selection Process ,Determinants of Market Selection ,International Market Segmentation, Targeting, and Positioning . Foreign Market Entry Strategies International Marketing Mix Product Decisions: -Product mix and International PLC , Branding, Packaging, and Labeling ,Product Communication Strategies ,Pricing Decisions : Environmental Influences on Pricing Decisions, Global Pricing objectives and Strategies ,Distribution Decisions: -International Channel System and Types of Intermediaries ,Channel Strategy for New market EntryInternational Logistics . Foreign Market Entry Strategies .</p>	
Unit III	<p>International Marketing Mix : Product Decisions: Product mix and International PLC ,Branding, Packaging, and Labeling ,Product Communication Strategies ,Pricing Decisions: Environmental Influences on Pricing Decisions ,Global Pricing objectives and Strategies ,Distribution Decisions: International Channel System and Types of Intermediaries Channel Strategy for New market Entry ,International Logistics</p> <p>Issues in Global Marketing and Future of Global Marketing : Export Promotion, Export Procedures and Documents ,Global e-marketing, and International Marketing of Services ,Future of Global Marketing</p>	
Prescribed Text Books	<ol style="list-style-type: none"> 1. Keegan Warren J. & Bhargava Naval K. (2011), Global Marketing Management, 7th Edition, Pearson Education, India. 2. Cherunilam Francis (2012) International Marketing (Text and Cases), 12th Revised Edition, Himalaya Publishing House Pvt. Ltd., Mumbai. 	

	3. Rajagopal, International Marketing: Global Environment, Corporate Strategy, Case Studies, Vikas Publishing House Pvt. Ltd., Delhi
Suggested Additional Readings:	<ol style="list-style-type: none"> 1. Srinivasan R, International Marketing (2011), 3rd edition, PHI Learning Pvt. Ltd., New Delhi. 2. Joshi R M (2005), International Marketing, Oxford University Press. 3. Kotler Philip, Principles of Marketing, Prentice Hall New Delhi. 4. Fayerweather John, International Marketing, Prentice Hall, New Delhi. 5. Bhattacharya R L & Varshney B, International Marketing Management, Sultan Chan, New Delhi.
Learning Out Come	<p>After learning this course, students will be able to:</p> <ul style="list-style-type: none"> • know the concepts and operations of marketing in International environment. • develop and implement plans and strategies for entering international markets and managing overseas operations.

Title:	Retail Management	Credits: 03 L3, T0, P0
Course Objective	<ul style="list-style-type: none"> • Providing students with a comprehensive understanding of the theoretical and applied aspects of retail management. • Describes and analyses the way retailing works, especially the activities and relationships. • Develop knowledge of contemporary retail management issues at strategic level. 	
Unit I	Retail Scenario: Overview of Retailing, Retailing Theory and Retail Formats; Global & Indian Retail Scenario and Liberalization, Impact on Retail Industry Retail Consumer and Determinants of Retail Store Selection; Emerging Trends in Indian Retailing, Case Study based on Field Survey.	
Unit II	Retailing Strategy: Retail Market and Financial Strategy, Retail Location Strategy, Retail Information System; Merchandise Management: Customer Relationship Management, Managing Merchandise Assortments, Merchandise Planning Systems, Buying Merchandise, Retail Pricing, Retail Communication Mix, Rural Retailing.	
Unit III	Store Management and CVM: Retail Atmospherics, Store Layout, Design & Visual Merchandising, Customer Value Management, Technology in Retailing. E-Retailing: Foundation of e-Retailing. e-Retailing: the Application Domain. e-Retailing: The Current Trends, Case Study based on Online Shopping Portals	
Teaching Methodology	Classroom Lectures, Assignments, Presentations, Event Based Teaching, Casestudies & Field Surveys	
Prescribed Text Books	1. Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, 6th Edition, Tata McGraw Hill, New Delhi. 2. Berman B., Evans J. R. and Mathur, Mini (2011), Retail Management, 11 th Edition, Pearson Education, New Delhi. Sharma, D.P. (2009), e-Retailing, 1 st Edition, Himalaya Publishing House, New Delhi	

	3. Sharma,D.P. (2009) , e-tailing , 1 st Edition , Himalaya Publishing House , New Delhi
Suggested Additional Readings	<ol style="list-style-type: none"> 1. Cox Roger, Brittain Paul (2011), Retailing, 5th Edition, Pearson Education, New Delhi. 2. Srinivasan R. Srin, Srinivasan K. R. (2009), Cases in Retail Management, Bizantra. 3. Varley Rosemary, Retail Product Management, 2nd Edition, Routledge. 4. Singh Harjit (2011), Retail Management, S. Chand & Company Ltd., New Delhi. 5. Sheikh AL. Arif, Fatima Kaneez (2011), Retail Management, Himalaya Publishing House, New Delhi.
Learning Outcome	<p>After learning this course, students will be capable of:</p> <ul style="list-style-type: none"> • understanding the theoretical and applied aspects of retail management. • Describing and analyzing the way retailing works, especially the activities and relationships. • Develop knowledge of contemporary retail management issues at strategic level.

Title:	Digital and Social Media Marketing (DSMM)	Credits:03 L2, P2, U3
Course Objective	<p>At the end of the course, it is expected that the students will be:</p> <ul style="list-style-type: none"> • Having an understanding about DSMM its trends and usage in holistic manner • Familiar with digital and social media platforms and to create websites for marketing • Equipped with frameworks to analyze DSMM with current issues and emerging trends in DSMM 	
Unit I	Overview about Digital Marketing: History of Internet, Why Business needs a website, How to create website and make remarkable, Basic term for digital marketing, Basic abbreviations used in Internet	
Unit II	Internet Based Marketing: SEO (Search Engine Optimization), Revenue Model of Internet, SEM (Search Engine Marketing), Content Marketing, E-mail Marketing&Mobile Based Marketing. Case Study / Case Let, Social Media Platforms like Instagram, Facebook, twitter and the like	
Unit III	Latest Trends in Digital Marketing & Overview of Web Based Advertising: Web Analyses, Video based marketing (You tube etc), Digital Marketing Strategy, Search Advertising, Display Advertising, Mobile Advertising, Social Media Advertising, VRBA (Virtual Reality Based Advertising). Case Study / Case Let	
Prescribed Text Books	<p>1. DaveChaffey, FionaEllis-Chadwick, KevinJohnston & Richard Mayer (2009), Internet Marketing Strategy,Implementation and Practice ,3rd Edition, Pearson Education.</p> <p>2.Singh Bhagwan (2017), Web Based Advertising: A Tool of Digital & Internet Based Marketing, 1st Edition,Anamika Publisher.</p> <p>3.Lara Fawzy& Lucas Dworski (2011), Emerging Business Online: Global Markets and the power of B2B Internet Marketing, Pearson Education</p> <p>4.Catherine Juon, DunrieGreiling& Catherine Buerkle (2012), Internet Marketing Start ToFinish, Que Publishing House</p>	

<p>Suggested web links</p>	<ol style="list-style-type: none"> 1. https://www.google.com/onlinechallenge/dmc/dmc-intro.html 2. https://www.coursera.org/specializations/digital-marketing 3. https://www.mica.ac.in/digital-marketing/curriculum 4. http://www.digitalvidya.com/digital-marketing-trainings/certified-digital-marketing-mastercdmm-course/?utm_source=google&utm_medium=cpc&utm_campaign=dmc_exct&keyword=digital%20marketing%20course&gclid=CjwKEAiAuea1BRCbn-2n7PbLgEMSJAABQvTTBDffgLVfRqvrGOSxAvQGOntGUajvbKxpDDYUO00moRoCOZ7w_wcB 5. http://www.simplilearn.com/digital-marketing/digital-marketing-certified-associate-training?utm_source=google&utm_medium=cpc&utm_content=lvc&utm_term=digital%20marketing%20course&utm_campaign=search-dm-ind&gclid=CjwKEAiAuea1BRCbn-2n7PbLgEMSJAABQvTTFfV0aSe9bQCcwq9KxPX6AwlCYTaWH6r7xp-Ci3EdfhoChpPw_wcB#/ilt
<p>Learning Outcomes</p>	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Understand about DSMM its trends and usage in holistic manner • learn digital and social media platforms and to create websites for marketing • know frameworks to analyze DSMM with current issues and emerging trends in DSMM • Handel Instagram, twitter, Facebook and the like Social media platforms

Elective Group (Functional Area): <i>3. Operations Management</i>	COURSE CODE
1. Advanced Manufacturing Systems	MGT/716070
2. Supply Chain and Logistics Management	MGT/716080
3. Quality Management	MGT/716090
4. Operations Strategy	MGT/716150
5. Sales and Operations Planning	MGT/716160
6. Project Management	MGT/716170
7. Managing Service Operations	MGT/726100
8. Operations Research Applications	MGT/726170
9. Purchase Management	MGT/726180
10. Inventory and Stores Management	MGT/726190

Title:	Supply Chain and Logistics Management (Skill)	Credits:03
Course Objective	<ol style="list-style-type: none"> 1. To introduce the students with the procedures and methods used in managing supply chain and logistics of different types of businesses. 2. To learn structures, designing of supply chains, optimization of supply chains and vendor management, to understand basic concepts of supply chain network planning and transporting, innovation in supply chain management. 3. To learn management of logistics in different business domains. 	
Unit I	Understanding the supply chains and logistics management: Supply Chain Management – introduction, meaning, definitions, concepts of supply chain management, evolution of supply chain management, Concepts of logistics, scope and objectives of logistics, logistics as part of SCM. flows in supply chain (cash, value and information) decision phases in supply chain, process view of supply chain, forward and backward chains, supply chain drivers and obstacles, planning demand and supply in supply chain, demand forecasting in a supply chain, Aggregate planning in a supply chain, customer service and cost trade-offs, Managing disruptions in supply chains.	
Unit II	Decisions in Designing Supply Chain Network and Materials Flow: Inventory management, types of inventory, inventory costs, managing cycle stock, safety stock, transportation, modes of transportation, devising strategy for transportation, Distribution and warehousing management. Purchasing & Vendor management, centralized and decentralized purchasing, functions of purchase department and purchase policies, Use of mathematical models for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials, Supply chain network operations planning, designing problem, cost minimization model, profit maximization model, network design and operations models, dimensions of network design decisions. Supply chain performance measures, enhancing supply chain performance.	
Unit III	Supply Chain Innovations and Restructuring and International Logistics Management: Supply chain Integration, internal integration and external integration, Building partnerships and trust in supply chains, information technology in supply chain management, enabling supply chains through information technology, strategic management framework for IT adoption in supply chain management, supply chain restructuring, supply chain mapping, supply chain process restructuring, agile supply chains, Indian Shipping and Containerization, Logistics functions in case of import and export.	
Suggested Text Books	<ol style="list-style-type: none"> 1. Supply Chain Management- Sahay B.S. (Macmillan) 2nd ed.2012 2. Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, Pearson/PHI. 6/ed/2016 	

	<ol style="list-style-type: none"> 3. Supply Chain Management, by Janat Shah Pearson Publication 4. Supply Chain Management: Concepts and Cases, Rahul V. Altekar Prentice Hall India 5. Raghuram G. - Logistics and Supply Chain Management (Macmillan) 6. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan) 7. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya,
Reference Books	<ol style="list-style-type: none"> 1. KrishnaveniMuthiah- Logistics Management and World Seaborne Trade (Himalaya Publications 2. Coyle, Bardi, Longley, The Management of Business Logistics – A Supply Chain Perspective, Thomson Press.
Additional Reading Material	<ol style="list-style-type: none"> 1. Operations and Supply Chain Management, R. Chase, Jacobs, McGraw Hill Education; Fourteenth edition 2. Operations Management by J. Heizer, and B. Render. 3. Handbook of Materials Management by Gopalkrishnan. 4. Harvard Business Review. 5. Business Today 6. Business World 7. Supply Chain Management: An International Journal (and other journals)
Teaching Methodology	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions • Case studies and class activities.
Learning Outcomes	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Utilize knowledge of fundamental concepts of supply chain and logistics management at work place. • Application of knowledge of theories, models and approaches to supply chain operational performance improvement at their workplace. • Building skills for solving problems of supply chain and logistics operations.

Title:	Advance Manufacturing Systems (Skill)	Credits:03
Course Objective	<ol style="list-style-type: none"> 1. To enable students to understand advancements in manufacturing systems. 2. To familiarize students with advance manufacturing concepts, their practices and application in present day manufacturing organizations. 	
Unit I	<p>Concepts of manufacturing systems: Automation in manufacturing, Application of robots, and automated material handling, Introduction to Material Handling, Push & Pull concept, Overview of Material Handling Equipment. Automated conveyers and packaging lines. Computerized Manufacturing Support Systems, Product design and development, importance product development – integration of customer, designer, material supplier and process planner, Competitor and costumer – behavior analysis, application of CAD and CAM</p>	
Unit II	<p>Managing Manufacturing Systems: Advanced manufacturing processes, Fundamentals of Automated Production Lines, Designing and planning for manufacturing and assembling, Line balancing problem, largest operation rule and other principle, Cellular manufacturing systems, Scheduling concepts, principles, methods. Just-in-time systems, Kanban, Total Productive Maintenance (TPM), CONWIP-Synchronous, Flexible manufacturing systems (FMS), machine loading.</p>	
Unit III	<p>Advancements, Issues and Challenges in Manufacturing Systems: Computer Integrated Manufacturing Systems, Structure and functional areas of CIM system, Manufacturing Communication Systems, Intelligent manufacturing systems, simulation and modelling in manufacturing, quality control, Automated Process Planning, Variant Approach, Generative Approach,</p>	
Suggested Text Books	<ul style="list-style-type: none"> • Automation, Production systems and computer integrated manufacturing, Mikel P. • Operations Management for competitive advantages by Richard B. Chase, Tata McGraw Hill • Operations Management, by David Collier and James Evans. 2nd Edition. Upper Saddle River, NJ: South-Western Cengage Learning, 2011. 	

<p>Reference Books</p>	<ol style="list-style-type: none"> 3. Automation for Productivity, Luke H.D, John Wiley & Sons, New York. 4. Product Design and Development, Kari T. Ulrich and Steven D. E ,McGraw Hill. 5. Performance modeling and analysis of manufacturing systems ViswanatNarahari,PHI. 6. Product design and Manufacturing ,A.KChitale and R.C Gupta , Prentice,Hall of India, New Delhi, 7. Design and Manufacturing ,Surender Kumar &GouthamSutradhar , Oxford &IBH Publishing Co. Pvt .Ltd., New Delhi,
<p>Additional Reading Material</p>	<ol style="list-style-type: none"> 1. European Journal of Operational Research (Elsevier) 2. MIT Sloan Management Review 3. Computers & Industrial Engineering (Elsevier) 4. Production and Operations Management Journal (POMS)
<p>Teaching Methodology</p>	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions • Case studies and class activities.
<p>Learning Outcomes</p>	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Apply concepts of manufacturing management at work place. • Utilization of knowledge of theories, models, approaches and practices in manufacturing functions. • Development of skills of industrial advance manufacturing.

Title:	Quality Management	Credits:03
Course Objective	The objective of course is to introduce the students to the concepts, theories and issues related to production & operations management, describe the basics of Quality Philosophies, Quality Leadership, Quality Awards and ISO 9000. It also deals with Quality Tools, Quality Function Deployment, Six Sigma, Design for Six Sigma and Lean Management	
Unit I	Introduction to Quality: Evolution of Quality, Definition of Quality, Dimensions of Quality, Quality Control, Quality Assurance, Total Quality Management (TQM). Quality cost. Principles and philosophies of quality management: Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi and others	
Unit II	ISO 9000 Quality Management Systems: overview of ISO 9000, ISO 9000-Family of standards, history of ISO 9000, Quality Management Principles, ISO 9001:2015, ISO 19011:2011, certification, Benefits of ISO 9001:2015. Introduction to ISO14001: EMS, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles Quality Awards and recognitions:national and international.	
Unit III	SQC, Six Sigma and modern tools of quality. TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT Statistical Quality control techniques: Acceptance Sampling, Control charts. Quality Functions Deployment (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Seven old (statistical) tools. Seven new management tools. Bench marking. Application of ICT tools in quality management.	
Suggested Text Books	1. Operations Management for competitive advantages by Richard B. Chase, Tata McGraw Hill James R.Evans& William M.Lidsay, 2. The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5). 3. Dale H.Besterfiled, et al., Total Quality Management, Pearson Education, Inc. 2003. (Indian reprint 2004).	

<p>Reference Books</p>	<ol style="list-style-type: none"> 2. Feigenbaum.A.V. “Total Quality Management, McGraw-Hill, 1991. 3. Oakland.J.S. “Total Quality Management Butterworth – Hcinemann Ltd., Oxford. 1989. 4. Narayana V., Sreenivasan, N.S. Quality Management – Concepts and Tasks, New Age International 1996. 5. Zeiri. “Total Quality Management for Engineers Wood Head Publishers, 1991.
<p>Additional Reading Material</p>	<ol style="list-style-type: none"> 1. https://www.iso.org/files/live/sites/isoorg/files/arc_hive/pdf/en/iso_9001-2015-how_to_use_it.pdf 2. https://www.iso.org/files/live/sites/isoorg/files/archive/pdf/en/iso_9001-moving_from_2008to_2015.pdf 3. http://asq.org/learn-about-quality/iso-9000/overview/overview.html 4. https://www.lennoxhill.co.uk/regulations/what-is-iso-9000.html 5. The integration of Six Sigma and lean management - Salah - Cited by 294 6. Contribution of lean management to excellence - López-Fresno - Cited by 11 7. Lean strategies in the operating room - Robinson - cited by 16 8. Quality management journals
<p>Teaching Methodology</p>	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions • Case studies and class activities.
<p>Learning Outcomes</p>	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Explore knowledge of fundamental concepts of quality management at work place. • Apply different philosophies, tools and techniques of quality control for performance improvement at workplace. • Develop skills for solving problems of manufacturing, operations and quality management.

Title:	Managing Service Operations	Credits:03
Course Objective	<ol style="list-style-type: none"> 1. To understand challenges in managing service operations 2. To have exposure to methods used in managing service operations 3. To understand the development of competitive strategy for service operations. 	
Unit I	<p>Understanding Services and Service Competitiveness</p> <p>Introduction of services, Nature and characteristics of services, Classification of services, introduction to service strategy, devising competitive service strategy, strategic service planning, issues in capacity and demand management in service operations.</p>	
Unit II	<p>Service design, Development and Automation, Decisions</p> <p>Designing services, development of service, service system design and process of delivering services, application of technology in automation of services, application of advance operations research techniques in service operations. Service facility design and facility location, demand forecasting, managing multiple service facilities,</p>	
Unit III	<p>Managing service queuing, quality and issues in service operations</p> <p>Introduction to queuing system, queuing models, Definition of service quality, Design for service quality, service process control, Application of total quality management tools in managing service quality (SERVQUAL), managing people in services organization, work measurement in service operations,</p>	
Suggested Text Books	<ol style="list-style-type: none"> 1. Service Operations Management: Improving Service Delivery, Robert Johnston, Graham Clark, Prentice Hall, 2008 2. Operations Management for competitive advantages by Richard B. Chase, Tata McGraw Hill 	

	<ol style="list-style-type: none"> 3. Operations Management, by David Collier and James Evans. 2nd Edition. Upper Saddle River, NJ: South-Western Cengage Learning, 2011. 4. Service Management: Operations, Strategy, and Information Technology B. Fitzsimmons, James A., and Mona J. Fitzsimmons, 6th Ed., Irwin/McGraw-Hill, 2007. 5. ,Service Management and Operations, C. Haksever, Render B., Russel S. R. and Murdick R. G. 2nd Ed., Prentice Hall, 2007.
Reference Books	<ol style="list-style-type: none"> 1. Managing Service Operations: Design and Implementation, Bill Hollins and Sadie Shinking Sage Publications, 2006
Additional Reading Material	<ol style="list-style-type: none"> 1. Heskett, J.L.(1991),"Lessons in the service sector" in The Service Management Course: Cases & Reading, Free Press, 47-64 2. European Journal of Operational Research (Elsevier) 3. MIT Sloan Management Review 4. Computers & Industrial Engineering (Elsevier) 5. Production and Operations Management Journal (POMS) 6. Johnston, R.(2005),"Service operations management: from the roots up" International Journal of Operations & Production Management, 25, 12, 1298-1308.
Teaching Methodology	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions • Case studies and class activities
Learning Outcomes	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Understand the management of service operations • Awareness and understanding of modern methods of managing services

Title:	Operations Strategy	Credits:03
Course Objective	This course provides students, the insights related to the strategy, planning, execution and control aspects of Operations related to both manufacturing and service sectors. Strategic aspects in enhancing the effectiveness of operations are part of this course.	
Unit I	<p>Introduction: Strategic management process, Strategic aspects of Operations Management, Operations management in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management.</p> <p>Operations Strategy: Operations Strategy, Operations Competitive Dimensions, Corporate Strategy Design Process, SWOT analysis in Operations management, five forces model.</p>	
Unit II	Strategies in Manufacturing Process Selection, Generic manufacturing strategies, Manufacturing Process Flow Design, Measuring Product Development Performance, Planning the strategic use of resources: Strategic Plant location and Plant Layout. World class manufacturing organizations.	
Unit III	Integrated strategic approaches, competing on cost and productivity; quality; availability; features, innovativeness and new products; and environmental performance. Ethical issues in Operations Management (OM). Lean Concepts and Sustainable Operations.	
Suggested Text Books	<ol style="list-style-type: none"> 1. Mahadevan, B. (2015). <i>Operations Management</i>. India: Pearson. 3rd Edition. 2. Chase, R.B., Jacobs, F.B. & Aquilano, N.J. (2010). <i>Operations Management for Competitive Advantage</i>. New Delhi: Tata McGraw Hill.² <ol style="list-style-type: none"> 1. Gaither, N. F. (2002). <i>Production & Operations Management</i>. New Delhi: Thomson Learning Publications. 	
Reference Books	<ol style="list-style-type: none"> 1. Haksever, Render, Russell & Murdick 1990, <i>Service Management and Operations</i>, 2nd Ed. Prentice Hall International, Inc. 	

<p>Additional Reading Material</p>	<ol style="list-style-type: none"> 1. Stevenson, W. J. (2007). <i>Production and Operations Management</i>, New Delhi: McGraw Hill. 2. Lee, K. J., & Larry, R. P. (2002). <i>Operations Management, Processes and Value Chains</i>. New Delhi: Pearson Education Publications. 3. Buffa, E.S., & Sarin, R.K. (2008). <i>Modern Production/Operations Management</i>. New Delhi: John Wiley & Sons Publications. 4. Russel, R.S., & Taylor, B.W. (2012). <i>Operations Management</i>. New Delhi: John Wiley & Sons Publications. 5. Chase, R.B., & Ravi Shankar, et al. (2010). <i>Operations and Supply Management</i>. India: McGraw Hill.
<p>Teaching Methodology</p>	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions • Case studies and class activities.
<p>Learning Outcomes</p>	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Understand the operations strategy formulation process aligned with corporate strategy. • Apply process flow concepts to solve decision problems in real situations in manufacturing and service sectors. • Apply strategic concepts of project management, SPC and Six Sigma to solve specific real-world problems in manufacturing and service sectors.

Title:	Purchase Management	Credits:03
Course Objective	The objective of course is to introduce the students to the concepts, theories and issues related to purchase management, describe the basics of purchasing definition, purchasing strategy, purchasing organization and purchasing procedure. It also deals with purchasing and IT, sourcing and negotiation.	
Unit I	Definition, Organisational buyers Purchasing, profitability and added value, The evolution of purchasing, Purchasing and change, The status of purchasing. Purchasing Strategy: Definition, Levels of strategy, The strategic planning process, Purchasing strategy. Purchasing Organisation: Organisational design and structure, Approaches to organisation structures, Centralised purchasing, Purchasing and its functional interfaces, The internal organisation of purchasing departments, Purchasing and supply in group undertakings.	
Unit II	Purchasing Procedures and administration: Introduction, Traditional purchasing procedures, Legal aspects of ordering procedures, purchase order, Purchasing records, Small orders, Purchasing manuals. computer applications relevant to purchasing, advantages of computerised purchasing, Telecommunications and networks, Electronic commerce, Electronic data interchange, Electronic Funds Transfer (EFT), Electronic mail, Smart cards Bar coding, Electronic catalogues, Security and legal issues, The impact of IT on purchasing and supply, role of ERPs in purchase administration.	
Unit III	Sourcing: Sources of supply, Suppliers assessment and appraisal, Supplier performance rating, The supplier base, Make or buy strategies and tactics, Outsourcing, International sourcing, Sourcing decisions, Factors in deciding where to buy, e-tendering. Purchasing through GEM portal. Negotiation: Approaches to negotiation, The content of negotiation, Factors in negotiation, The process of negotiation, Post-negotiation, Global negotiation.	
Suggested Text Books	<ol style="list-style-type: none"> 1. Purchasing and materials management by J.M. Dewan & K.N. Sudarshan 2. Introduction to Materials Management by <u>N. Chapman Stephen</u> (Author), <u>Arnold J. R. Tony</u> (Author), <u>Gatewood Ann K.</u> (Author), <u>M. Clive Lloyd</u> (Author) 3. Materials management a supply chain perspective by A.K. Chitale, R.C. Gupta. 3. Purchasing and Materials Management by P. Gopalakrishnan; Tata McGraw Hill 	

<p>Reference Books</p>	<ol style="list-style-type: none"> 1. Procurement and supply chain management by Kenneth Lyons& Brian Farrington. 2. Purchasing and supply chain management by Anna E. Flynn P. Fraser Johnson. 3. Purchasing and inventory management by K.S. Menon and Sarika Kulkarni.
<p>Teaching Methodology</p>	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions • Case studies and class activities.
<p>Learning outcomes</p>	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Purchase management, describe the basics of purchasing function • Understand purchasing strategy, purchasing organization and purchasing procedure. • Purchasing and role ofIT, and methods of sourcing and negotiation

Title:	Sales and Operations Planning	Credits:03
Course Objective	<ol style="list-style-type: none"> 1. Discuss the evolution of Operations Planning System 2. Discuss with numerical as well as a case study the stages of Operations Planning in Manufacturing 3. Discuss with numerical Operations Scheduling, Process Selection Strategies, and Operations Control. 4. Bring out the trends and ethical Issues in Operations Planning and Control 	
Unit I	<p>Operations Overview The operations planning and control system –closed loop system, planning and control process. The operations planning and control activities –Planning interfaces –Business planning, Sales and operations planning and Aggregate planning</p> <p>Planning Methodology Master Production Scheduling (MPS), Capacity Requirements Planning (CRP). Execution Interfaces – Material Requirements Planning (MRP)</p>	
Unit II	<p>Scheduling Production and Process Operations Objectives of a schedule, establishing a schedule, Production scheduling, operations scheduling and project scheduling, Managing operations scheduling</p> <p>Process Selection for Manufacturing and Service Process Selection-Manufacturing: Process Selection, Manufacturing Process Flow Design, Process Selection-Services: The Nature of Services, An Operational Classification of Service, Designing Service Organizations, Structuring the Service Encounter, Service-System Design Matrix, Service Blueprinting and Fail-Staffing.</p>	
Unit III	<p>Process Selection for Manufacturing and Service Process Selection-Manufacturing: Process Selection, Manufacturing Process Flow Design, Process Selection-Services: The Nature of Services, An Operational Classification of Service, Designing Service Organizations, Structuring the Service Encounter, Service-System Design Matrix, Service Blueprinting and Fail-Staffing.</p> <p>Controlling Operations Production Activity Control (PAC), Performances of production operation, accuracy of inventory records, performance reporting, evaluating cost of operations, audits and</p>	

	reporting. Controlling resources –integrating suppliers, controlling storage and movement of goods, quality control initiatives, Quality Management Process
Suggested Text Books	<ol style="list-style-type: none"> 6. Arnold, J.R.T., & Chapman, S.N., & Clive, L. M.(Latest Edition). Introduction to materials management. New Delhi: Pearson. 7. Starling, B. D. (2009). World class supply management. New Delhi: Tata McGraw Hill. 8. Chapman, S.N. (2008). The fundamentals of production planning & control. India: Pearson
Reference Books	<ol style="list-style-type: none"> 1. Lee, K. J., & Larry, R. P. (2002). <i>Operations Management, Processes and Value Chains</i>. New Delhi: Pearson Education Publications. 2. Buffa, E.S., & Sarin, R.K. (2008). <i>Modern Production/Operations Management</i>. New Delhi: John Wiley & Sons Publications. 3. Russel, R.S., & Taylor, B.W. (2012). <i>Operations Management</i>. New Delhi: John Wiley & Sons Publications.
Additional Reading Material	<ol style="list-style-type: none"> 1. European Journal of Operational Research (Elsevier) 2. MIT Sloan Management Review 3. Computers & Industrial Engineering (Elsevier) 4. Production and Operations Management Journal (POMS)
Teaching Pedagogy	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions • Case studies and class activities.
Learning Outcomes	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Understand necessity of operations planning and control • Compute and analyze production plan, MPS, MRP and CRP • Methods for Scheduling Operations and Develop Operation-Controls • Relevant trends and apply ethics in Operations Planning and Control

Title:	Inventory and Stores Management	Credits:03
Course Objective	The objective of course is to introduce the students to the concepts, theories and issues related to inventory and stores management; describe the basics of inventory management, types of inventory and models used in inventory decision. It also deals with supply function, identification of materials, issue & dispatch and stock control techniques.	
Unit I	<p>Introduction to inventory management: Definition of inventory, types of inventory, inventory cost, managing cycle stock, safety stock, transportation, modes of transportation, devising strategy on transportation, models of inventory,</p> <p>Inventory decisions: models used in inventory decision, deterministic model, probabilistic model, economic order quantity.</p>	
Unit II	<p>Stores, Responsibilities, Organisation, Position of stores within the purchasing and supply organisation, Relationships with other departments, Materials management, Logistics.</p> <p>Identification of Materials: Coding of materials, Advantages of a coding system, Code symbols, Interpretation of codes, Methods of coding, Self-validating codes, Organising a materials vocabulary, Specification, Bar coding, Variety reductions, Some widely used coding systems</p> <p>Receipt and Inspection: Expediting, Receipts from suppliers, Transfers from other storehouses, Returns from production or other departments, Scrap arising, Inspection, Vendor quality rating, Marshalling receipts, Receipt of capital items within the organisation.</p>	
Unit III	<p>Issuing and Despatch: Dispatch of goods outside /within the organisation. Records and Systems: Purpose of stock records, Manual systems, Computerised systems, Electronic data interchange, Current developments</p> <p>Materials and Accounting: The value of stores in stock, Basis of material costing</p> <p>Methods of pricing material, Arrangement of stores accounts, Provisions, Control of stock by value, Budgetary control, Annual audit.</p>	

	<p>Stock Control Techniques: Provisioning, Approaches to control, Visual approaches to control, Programming deliveries, Ordering quantities, The need for differential control, ABC analysis classification of stock according to purpose, Forecasting demand, The use of probability in inventory control, The setting of recorder levels, The provision of safety stock.</p>
<p>Reference Books</p>	<ol style="list-style-type: none"> 1. Supply chain management-Sahay B.S.(Macmillan) 2. Essentials of inventory management by Max Muller 3. Supply chain management by janat shah 4. The management of business logistics –a supply chain management perspective ,Thomson press.
<p>Teaching Methodology</p>	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions • Case studies and class activities.
<p>Learning outcomes</p>	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Understand methods in inventory management • Inventory classifications and coding • Issue and dispatch methods • Stock control techniques

Title:	Project Management	Credits:03
Course Objective	<ul style="list-style-type: none"> • To introduce the concept of project management and life cycle of the project. • To give insight of a project from feasibility stage to final stage of execution and commissioning. • To apply tools and techniques for project planning and control. 	
Unit I	Introduction to Project Management– Defining the Project Scope & Establishing Project Priorities Concept and cases of project management, Project Life Cycle, Project Selection and Criteria of Choice, Selection Models, Analysis under Uncertainty, Project Portfolio Process, Project Proposals, The Project and Organization, Pure Project Organization, the Matrix and Mixed Organizational Systems, Initial Project Coordination.	
Unit II	The Action Plan, The Work breakdown Structure and Linear Responsibility Chart. Network Techniques: PERT (ADM) and CPM (PDM). Case Analysis, Developing the Project Network, Activity-on-Node (AON) Fundamentals, Activity-on-Arrow Method, Risk Management Process, Contingency Funding and Time Buffers., Resource Scheduling Problem, Resource Allocation Methods, Multi-project Resource Schedules, The Critical Chain Approach.	
Unit III	Project Duration - Rationale for Reducing Project Duration, Crashing of Project Network: General Guidelines, Options for Accelerating Project Completion, Case Analysis, Structure of a Project Monitoring Information System, The Project Control Process, Monitoring Time Performance & Forecasting Final Project Cost, Project Audits, Project closure	
Suggested Text Books	<ol style="list-style-type: none"> 1. Project Management - The Managerial Process, Clifford F. Gray, Erik W. Larson, Gautam V. Desai, McGraw Hill. 2. Project Management, K. Nagarajan, New Age International Publishers (P.) Ltd. 3. Project Management, Harvey Maylor, Pearson Education. 4. Project Management, R. Panneerselvam and P. Senthilkumar, PHI. 	
Reference Books	<ol style="list-style-type: none"> 1. Project Management and Technology: Principles & Practices, John M. Nicholas, Pearson Education. 2. Project Management: A Systems Approach to Planning Scheduling and Controlling, Harold Kerzner, John Wiley. 	

	<p>3. Project Management: A Managerial Approach, Jack R. Meredith, Samuel J. Mantel Jr. John Wiley & Sons.</p>
Additional Reading Material	<p>1. Managing Projects: A Systems Approach, Daniel D. Ronman, Elsevier. 2. Network Analysis for Planning and Scheduling, A Battersby, McMillan, London</p>
Teaching Pedagogy	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions • Case studies and class activities.
Learning Outcomes	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • To develop an understand the tools and techniques for effective management of resources and in projects. • behavioral aspects of project management • Understand network-based project monitoring system • To acquainted with project uncertainty and risk management.

Title:	Operations Research Applications	Credits:03
Course Objective	This course introduces the students to selected applications and recent tools of Operations Research. Important applications are chosen from the various management functional areas and are discussed. Adaptation of the tools and techniques of Operations Research for the application, relevant cases and computer solutions will be discussed pertaining to the application.	
Unit I	<p>Optimization Unconstrained and constrained optimization problems. Fritz-John and Karush-Kuhn-Tucker optimality conditions. Quadratic Programming: Wolfe's and Beale's method. Applications of Quadratic programming. Dorn's Duality for Quadratic programming problem, Steepest Ascent and Descent Method, Developing Optimal decision Policy, Additive and Multiplicative Separable returns for objective as well as constraints functions. Discrete Dynamic programming Problems</p>	
Unit II	<p>Queueing and Reliability Queueing Systems: General concepts of a queueing system, measures of performance, arrival and service processes, single and multiple server models, channels in parallel and in series with limited and unlimited queues, Little's formula, Queues with finite waiting room, Queues with impatient customer, Markovian queues- M/M/1 with finite and infinite waiting space, M/M/C, Birth and death queueing systems, Basics of reliability, hazard rate and MTBF, classes of life distribution, Reliability of series</p>	
Unit III	<p>Decision making without and with experimentation. Decision Trees. Utility theory. Decision under risk: expected value, expected value - variance, aspiration - level, and most likely future criteria. Decision under uncertainty: Laplace and Minimax (Maxmin) criteria</p> <p>Sequencing problem: Introduction to Sequencing problem. Flow shop problem: Processing n jobs through 2, 3 and m machines. General n/m job-shop problem. Network and Flows: Cut and flows in network, Maximal flow problems and solution techniques: Flow Augmenting Path Method, Labelling Method. Maximal Flow Minimal Cut Theorem</p>	

<p>Suggested Text Books/references</p>	<ol style="list-style-type: none"> 1. Operations Research: Applications and Algorithms by Wayne Winston. 2. L. R. Ford, D. R. Fulkerson: Flows in Network, Princeton University Press, 1962 3. K.S. Trivedi: Probability and Statistics with Reliability, Queuing and Computer Science Applications, 2nd Edition, Wiley, 2013. 4. Scheduling: Theory, Algorithms and Systems BY Michael Pinedo. 5. Operations Research by Kantiswarup, P.K. Gupta, Man Mohan. 6. Operations Research by V.K Kapoor 7. F.S. Hillier and G.J. Lieberman: Introduction to Operations Research- Concepts and Cases, 9th Edition, Tata McGraw Hill. 2010. 8. R. E. Steuer: Multiple Criteria Optimization: Theory, Computation and Application(Wiley Series in Probability and Mathematical Statistics) Wiley, 1986.
<p>Teaching Methodology</p>	<ul style="list-style-type: none"> • Lectures, presentations, videos and assignments • Group discussions • Case studies and class activities.
<p>Learning outcomes</p>	<p>After studying this course, student should be able to:</p> <ul style="list-style-type: none"> • Optimization in managerial functions • Applications of OR techniques in management functional areas. • Adaptation of the tools and techniques of Operations Research for the application, relevant cases and computer solutions • Application of OR techniques in Reliability and queuing

Elective Group (Functional Area):	COURSE CODE
4. Finance Management	
1. Investment Analysis and Portfolio Management	MGT/716040
2. Financial Institutions and Markets	MGT/716050
3. Taxation	MGT/716060
4. Project Appraisal and Finance	MGT/716140
5. International Finance	MGT/716180
6. Corporate Finance and Control	MGT/716190
7. Financial Markets and Services	MGT/726010
8. Financial Derivatives and Risk Management	MGT/726030
9. Advance Financial Analysis and Reporting	MGT/726200
10. Mergers, Acquisitions and Corporate Restructuring	MGT/726210

Title:	Investment Analysis and Portfolio Management	Credits:03
Course Objective	The objective of this course is to introduce the concept of Investment, Securities and their portfolio arrangements, explain Risk and Return, elucidate Bond Return and Valuation and Stock Return and Valuation and do its technical analysis effectively.	
Unit I	<p>Introduction to Investment and Securities: Meaning of Investment, Investment Avenues, Objectives of Investment, Investment Process, Characteristics of Investment, Sources of Investment Risk, Investment Vs Speculation, Investment Vs Gambling, Types of Investors, Concept of Securities and its Analysis.</p> <p>Concept of Portfolio, Define Risk and Return relating to Securities portfolio, Components of Risk (Systematic Risk, Unsystematic Risk), Measurement of Portfolio Risk and Return incorporating Probabilities, Decision for investment on the basis of Risk and Return. Measurement of Market Risk, Determination of Beta. Relationship between Risk and Return and its application. Portfolio Diversification and Reduction of Risk. Characteristic Regression Line (CRL) for measuring Risk.</p>	
Unit II	<p>Bond Return and Valuation: Bond Basics, Bond Risk, Valuation of Bond, Yield to Maturity, Duration, Present value of a Bond, Immunization, Decision for investment/sale of Bonds on the basis of valuation. Stock Return and Valuation: Return, Dividend Discount Model, Decision for investment/sale of stock on the basis of valuation.</p> <p>Markowitz Model and Efficient Frontier, Mean Variance Criteria(MVC) for portfolio selection, Evolution of Capital Asset Pricing(CAPM) Model, Capital Market Line, Security Market Line, Application of CML and CAPM.The Sharpe Single Index Model, Multifactor Model of Risk and Return, Arbitrage Pricing Theory.Portfolio Evaluation: Mutual Fund, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index.</p>	
Unit III	<p>Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis. Technical Analysis: Assumptions,(Charts, Line Charts, Point and Figure Charts, Bar Chart, Candlestick Chart, Various Patterns, Dow Theory & Elliot Wave Theory) Primary Trend, The Secondary Trend, Minor Trends, Support and Resistance Level, Efficient Market Theory: Basic Concepts, The Random-Walk Theory.</p>	
Suggested Text Books	<ul style="list-style-type: none"> <input type="checkbox"/> V.A. Avadhani, Investment Management, Himalaya Publishing House <input type="checkbox"/> Fischer &Jardan, Security Analysis & Portfolio Management, Printice – Hall of India Private Limited <input type="checkbox"/> Prasanna Chandra, Investment Analysis & Portfolio Management, Tata McGraw Hill <input type="checkbox"/> V.K. Bhalla, Security Analysis & Portfolio Management, S. Chand & Company Limited 	

Reference Books	<ul style="list-style-type: none"> □ Punithavathy Pandian, Security Analysis & Portfolio Management, Vikash Publishing □ M. Ranganathan & R. Madhumathi, Investment Analysis and Portfolio Management, Pearsons Education (Singapore) Pvt Ltd. □ Reilly & Brown, Investment Analysis & Portfolio Management, Thomson (South Western)
Additional Reading Material	<ol style="list-style-type: none"> 1. Harvard Business Review 2. Business World 3. Business India 4. Business Today 5. Business Line 6. Economic Times 7. The Economist <p>The Economic Survey (Latest) and the Latest Budget</p>
Teaching Methodology	<ul style="list-style-type: none"> • Lectures, presentations and demonstrations. • Group discussions • Case studies and Critical analysis.
Learning Outcomes	<ul style="list-style-type: none"> • The student should be able to carryout the Fundamental Analysis, Economy – Industry – Company Analysis for different business organizations. • The students should be able to identify best Investment alternatives at the Financial Market. • The students should be able to create best Portfolio arrangements for the investors and their requirements.

Title:	TAXATION	Credits:03
Course Objective	The objective of this course is to develop knowledge of various kinds of taxes in India and enable students to apply them effectively in business situations.	
Unit I	Direct Tax Income Tax Act, 1961 Definition:- Person, Previous Year, Assessment Year, Gross Total Income, Total income , Tax evasion , Tax Planning , Exemption, Deduction, Rebate, Relief . Residential Status & Tax Incidence: -Individual & Corporate; Income & Exempted Income Heads of Income- Salaries, House property, Profit & Gains from Business or Profession, Capital Gain Income from other Sources.	
Unit II	Deduction from Gross Total Income:-Deduction from Gross Total Income:-80CCC, 80D, 80DD, 80DDB, 80E, 80G, 80GG, 80GGA, 80L, 80U. Set off & Carry towards of Losses;Rate of Tax, Surcharge, Tax Rebate, Tax Management, Submission of Return and Procedure of Assessment, PAN, TAN, Preliminary ideas of deduction and collection of Tax at Source, Advance Tax payment, Refund of Tax.	
Unit III	Indirect Tax Introduction to Indirect Taxes, Goods and Services Tax: - GST and its benefits, Rates of GST, Calculations & Computations related to GST, Mechanism of Settlement and Refund.	
Suggested Text Books	<input type="checkbox"/> Dr. H. C. Mehrotra and Dr. S. P. Goyal: Income Tax Law & Accounts SahityaBhawan Publications <input type="checkbox"/> Dr. V. K. Singahnia: Direct Taxes, Taxman <input type="checkbox"/> Lal & Vasisht: Direct Taxes, Pearson Education <input type="checkbox"/> V.S. Datey : Indirect Tax Law and Practice	
Reference Books	<ul style="list-style-type: none"> • Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bharat Law House • Bhagwati Prasad, Direct Taxes Law & Practice, WishwaPrakashan • Singhanian, V.K. Direct Taxes: Law and Practice. Delhi, Taxman. • Srinivas, E.A., Handbook of Corporate Tax Planning, New Delhi, Tata McGraw Hill 	
Journal and magazines	<ul style="list-style-type: none"> • Journal of Accounting and Taxation – AJ Academic Journal • Journal of International Accounting, Auditing and Taxation – Elsevier 	

<p>Additional Reading Material</p>	<ul style="list-style-type: none"> • The Chartered Accountants, e- journal of the ICAI. • Chartered Secretary, e- journal of the ICSI. • The Management Accountants , e - Journal of the ICMAI • Economic Times • The Economist • The Economic Survey (Latest) and the Latest Budget
<p>Pedagogy</p>	<ul style="list-style-type: none"> • Lecture • Problem solving • Practice • Assignment • Case study
<p>Learning Outcome</p>	<ul style="list-style-type: none"> • At the end of the course students will become conversant with tax laws, rules and regulations. • They will be in the position to apply their knowledge effectively in the suitable business conditions.

Title:	Financial Institutions and Market		Credits:03
Course Objective	The objective of this course is to introduce the students to the concepts and practices of Financial Institutions and Securities Markets and enable to apply them effectively in their work areas.		
Unit I	Introduction to Indian Financial System. Function of Financial system. Constituents of Indian Financial system. Role of each constituent. Financial Institutions, Regulatory and promotional Institutions- RBI, SEBI- their role in proper functioning and growth of financial markets and institutions. Types of Financial markets. Foreign exchange market- nature organisation and participants, Exchange rates, currency convertibility.		
Unit II	Money Market- India, US, UK. Size and volatility, Money market instruments, Call money market ,Treasury Bills Market- Its nature and characteristics, types of treasury Bills-182, 364,14 day T-Bills), Size and participation, Commercial Bills Market (Bills of exchange, classification purpose, size of bill market in India, Characteristics of well-developed bill market, Commercial Papers and certificate of deposits – nature, size and development in India, Reforms in Money Market, Monetary policy.		
Unit III	Capital market: Functions of Capital market, Type of capital market in India. Role and functions of primary and secondary market. History of capital market in India. Capital market scams. Primary market- Primary issues, its types- public issue, rights issue, private placement. Book building mechanism & its limitations. Reverse book building process. Green shoe option. Resource mobilization from international capital markets –GDRs, ADRs, ECBs, FCCBs. Secondary market- organisation, management and membership of stock exchanges-Stock exchanges regional and national. Government securities market- features, importance, implications for monetary policy. Recent developments, Reforms in Capital market.		
Suggested Text Books	<input type="checkbox"/> Financial Institutions and markets – LMBhole, JitendraMahakud, Tata McGraw Hill. <input type="checkbox"/> Indian Financial System – Bharati V. Pathak <input type="checkbox"/> Financial markets and Services- E Gordon, K Natarajan , Himalaya Publishing House. <input type="checkbox"/> Financial Services and markets – Dr P Pandian, Vikas Publication.		
Reference Books	<input type="checkbox"/> “ Financial Markets and Institutions” by Frederic S Mishkin and Stanley Eakins. <input type="checkbox"/> “ Financial Markets Institutions and Financial Services” by Dr Vinod Kumar/Atul Gupta /Manmeet Kaur.		
Additional Reading Material	1. Harvard Business Review 2. Business World 3. Business India 4. Business Today		

	<ol style="list-style-type: none"> 5. Business Line 6. Economic Times 7. The Economist <p>The Economic Survey (Latest) and the Latest Budget</p>
Teaching Methodology	<ol style="list-style-type: none"> 1. Lectures, presentations and demonstrations. 2. Group discussions 3. Case studies and Critical analysis.
Learning Outcomes	<ul style="list-style-type: none"> • The student should be able to understand the concepts and practices of Financial Institutions and Securities Markets. • The students should be able to understand the role, functions and task of financial Institutions. • The students should be able to understand the world financial system and economic behaviour of Financial market over this system.

Title:	Advance Financial Analysis & Reporting	Credits: 03
Course Objective	<p>The course is designed to</p> <ul style="list-style-type: none"> • Enable the learners to understand the concept, objectives and relevance of financial statements. • Understand the concept and application of financial statement analysis. • Comprehend the concept of financial analysis and its techniques. • Understand the objectives and issues in context of reporting. 	
Unit – I	<p>Financial Statements: Introduction</p> <p>Major Financial Statements and Other Information Sources – Financial Statements; and Supplementary Information, Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements- Income statement, Balance sheet, Statement of cash flows, Stakeholders of financial statements, Other Sources of Information.</p> <p>Inter-company transactions and profit confirmations, Consolidated net income and consolidated retained earnings, Minority interest.</p> <p>Financial Statement Analysis: Introduction</p> <p>Introduction and scope Financial Statement Analysis Framework – Purpose and Context of Analysis, Collect Data, Process Data, Analysis/Interpretation of the Processed Data, Develop and Communicate Conclusions/Recommendations, Follow-Up.</p>	
Unit – II	<p>Financial Analysis Techniques:</p> <p>The Financial Analysis Process – Objectives and Process, Difference between Computations and Analysis.</p> <p>Analytical Tools and Techniques – Ratios, Common-Size Analysis, The Use of Graphs as an Analytical Tool, Regression Analysis.</p> <p>Common Ratios Used in Financial Analysis – Interpretation and Context, Activity Ratios, Liquidity Ratios, Solvency Ratios, Profitability Ratios, Integrated Financial Ratio Analysis.</p> <p>Equity Analysis – Valuation Ratios, Industry-Specific Ratios, Research on Ratios in Equity Analysis.</p> <p>Credit Analysis – The Credit Rating Process, Research on Ratios in Credit Analysis.</p> <p>Business and Geographic Segments – Segment Reporting Requirements, Segment Ratios.</p> <p>Model Building and Forecasting.</p>	

<p>Unit – III</p>	<p>Financial Reporting:</p> <p>Introduction and objectives of Financial Reporting.</p> <p>Standard-Setting Bodies and Regulatory Authorities – Accounting Standards Boards, Regulatory Authorities.</p> <p>Content of annual reports, Reporting regulations for Partnership firms, Reporting regulations of Companies.</p> <p>Convergence of Global Financial Reporting Standards.</p> <p>The International Financial Reporting Standards Framework- Qualitative Characteristics of Financial Reports, Constraints on Financial Reports, Effective Financial Reporting – Characteristics of an Effective Financial Reporting Framework, Barriers to a Single Coherent Framework. Window dressing, Recent scandals in financial reporting.</p>
<p>Prescribed and Suggested Text Books*</p>	<ol style="list-style-type: none"> 1. Gupta, Ambrish (2012), "Financial Accounting for Management - An Analytical Perspective", Pearson Education. 2. Narayanaswamy, R. (2015), "Financial Accounting – A Managerial Perspective", 5th Edition , Prentice Hall of India. 3. Subramanyam, K. R. and John, J.W (2014), "Financial Statement Analysis", 12th Edition, Tata McGraw Hill. 4. Penman, S.H. (2014), "Financial Statement Analysis and Security Valuation", 4th Edition, Tata McGraw Hill. 5. Erich, A.(2014), "Techniques of Financial Analysis: A Guide to Value Creation", 16th Edition ,Tata McGraw Hill.
<p>Learning Outcomes</p>	<p>Students will be able to</p> <ul style="list-style-type: none"> • Describe the roles of the statement of financial position, statement of comprehensive income, statement of changes in equity, and statement of cash flows in evaluating a company’s performance and financial position; • Classify, calculate, and interpret activity, liquidity, solvency, profitability, and valuation ratios. • Identify characteristics of a coherent financial reporting framework and the barriers of creating such a framework.

Title:	Financial Derivatives and Risk Management		Credits:03
Course Objective	The course is designed to Give students a basic understanding of risk and financial derivatives in terms of concept, structure, instruments to equip them with various tools and techniques of financial risk management.		
Unit I	Introduction to Risk and Derivatives: Conceptual Framework of Risk: Concept of Uncertainty and Risk; Systematic Vs. Non-Systematic Risks; Hedging of risk using derivatives. Concept and Types of Derivatives, Participants and functions, Exchange traded vs. OTC derivatives markets, Derivatives trading in India, Requirements for a successful derivatives markets, Security Exchange Board of India-Guideline with Regard to Derivatives Trading in India.		
Unit II	Futures and Forwards: Mechanics of Futures Markets-Convergence of Futures Price to Spot Price; Types of Traders and Types of Orders; Forward Vs. Futures Contracts; Hedging Strategies Using Futures, Optimal hedge ratio, Pricing of Forward and Futures. Options: Types of Options; Call & Put, Underlying Assets-Stock Options, Foreign Currency Options, Index Options; Moneyness of the option, Basic Option Trading Strategies, Factors Affecting Stock Option Prices; Put-Call Parity; Binomial Option pricing model and BSOP.		
Unit III	Swaps: Concept of Swaps; Mechanics of Interest Rate Swaps and Currency Swaps, Swaps Vs Forward contract. Use of derivatives in managing currency risk and financial risk. Trading and Settlement: Futures and options trading system, Contract specification, Clearing entities and their role, Clearing mechanism, Margin and settlement mechanism, Risk Management-SPANMechanics of SPAN-Overall portfolio margin requirement.		
Prescribed and Suggested Text Books*	<ol style="list-style-type: none"> 1. Dubofsky & Miller, Derivatives, Oxford Publication. 2. John Hull, Options, Futures and other Derivatives, Pearson Education. 3. Gupta, S. P., Derivatives: Theory, Concept & Problem, PHI. 4. Hull, J. C. and Basu, Options, Futures and Other Derivatives, Pearson Education. 5. Kumar SSS., Financial Derivatives, PHI. 6. S.L.Gupta, Financial Derivatives, Prentice Hall. 7. Parameshwaran, Financial Derivatives, Mcgraw Hill. 8. D. C. Patwari, Options and Futures- An Indian Perspective, Jaico Publishing House. 		

	<p>9. Punithavati Pandian, Security Analysis and Portfolio Management, Vikas Publishing House.</p> <p>10. Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw Hill.</p> <p>11. NCFM Derivatives (Dealers) Modules.</p> <p>12. NCFM Currency Derivatives Modules.</p>
Learning Outcomes	<ul style="list-style-type: none">• Students will learn basics of risk and derivatives and also gain knowledge of applying derivatives toward managing risks.

Title:	FINANCIAL MARKETS & SERVICES	Credits: 03
Course Objective	The course helps students to understand the evolution of the Indian Financial Markets. Students shall be acquainted with the different elements of the financial markets viz., participants, products (securities and assets) and services. The course aims to provide insights into the financial markets so as to enable further research in the related areas.	
Unit – I	<p>Indian Capital Market – Introduction: An overview of Indian Equity Market: Meaning, Functions and intermediaries. Primary Market; Role and Functions of New Issue Market, Methods of Floatation of Capital- IPO, FPO, Private Placement, Offer for Sale. SEBI guidelines for primary market.</p> <p>Secondary Market; Meaning, nature and functions, Organization and Regulatory framework for stock exchanges in India; SEBI- guidelines for secondary market.</p> <p>NSE, BSE, NIFTY, SENSEX, VIX and other Indices: Significance and Construction issues while developing an index; Listing of Securities: Meaning, Merits and Demerits, Listing requirements, Procedure, Listing of rights issue, bonus issue, further issue, Listing conditions of BSE and NSE – Delisting.</p>	
Unit – II	<p>Debt Markets in India: The Short Term Money Markets: Significance, Structure, Functions and Instruments.</p> <p>The Long Term Debt Markets: Significance, Structure, Functions and Instruments; Govt. Securities Market and the Corporate Debt Markets. The different risks in the Debt Markets. Debt Market Terminologies – Zero Coupon Bonds and Coupon bearing Bonds, Tenure, Term to Maturity, Yield to Maturity and Duration.</p> <p>Foreign Exchange Markets – Concept and Overview.</p>	
Unit – III	<p>Financial Services: Overview of Financial Services in India, Types of financial services: Fund based services – Hire Purchase, Leasing, Venture Capital, Factoring and Forfaiting. Fee based services – Merchant Banking, Underwriting, Credit Rating, Stock Broking and Depository Services.</p> <p>Concept and background of Mutual Funds: Structure, Advantages, Disadvantages. Types of Mutual fund Schemes, Calculation and use of Net Asset Value, Performance appraisal of mutual fund schemes. Tax aspects of Mutual Fund Investments. Recent trend in Indian mutual fund industry.</p>	
Prescribed Text Books	J Madura, Financial Markets and Institutions, South-Western: Cengage Learning,	
Suggested Text Books	<ol style="list-style-type: none"> 1. ChandratreK.R.; et al : Capital Issue, SEBI & Listing; Bharat Publishing_House, New Delhi. 2. Dalton, John M.; How the Stock Market Works, Prentice Hall, New Delhi. 4. Gupta, L.C.: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi. 5. Machi Raju, H.R.: Working of Stock Exchanges in India; Wiley Eastern Ltd.; New Delhi. Web site of bseindia.com. nse-india.com. 6. Prasanna Chandra, “Investment Analysis and Portfolio management”, Tata McGraw Hill. 	

	<p>7. Raghunathan V: Stock Exchanges and Investments; Tata McGraw Hill, New Delhi.</p> <p>8. Sanjeev Agarwal, A Guide to Indian Capital Market, Bharat Publishers.</p> <p>9. Tripathi, Vanita and Pawar, Neeti (2019), Investing in Stock Market, Taxmann Publications.</p>
Suggested Web links:	
Learning Outcomes	<ul style="list-style-type: none"> • Students would have greater awareness about the developments in the Indian Financial Markets. • Students would be able to take informed decisions regarding their own finances. • Students can take up further research in related areas.

Title:	International Finance	Credits: 03
Course Objective	The course aims to provide the students with a deep understanding of financial management issues in a multinational enterprise (MNE). It equips the students with analytical tools and techniques to deal with financial affairs of international level for sound financial decision making in a global setting.	
Unit – I	Introduction: Globalization and the multinational enterprise (MNE); Environment of International Financial Management; Domestic Vs International Financial Management, Decisions in a global setting; Foreign Exchange Market- Spot and Forward market; Participants in foreign exchange market; Arbitrage, hedging and speculation; Factors affecting currency rate, Parity condition – purchasing power parity, interest rate parity, Covered interest rate arbitrage.	
Unit – II	Cross-Border Investment Decision: Types of and issues in cross border investment decision; Risks in cross border investment decision-currency risk, political risk, country risk, inflation risk etc; International Diversification and Portfolio Investment. International Financing Decision: Long term and Short-term sources of finance, Working Capital Management in MNEs: International Cash management, International transfer pricing, International capital structure and cost of capital.	
Unit – III	Managing currency Risk and Interest Rate Risk: Types of risk exposure – Transaction exposure, Economic exposure and Translation exposure; Translation methods; Measurement of risk exposure; Management of foreign exchange risk – exposure netting, leading & lagging, currency diversification and using currency derivatives.	
Prescribed Text Books	Apte, P.G. (2011). Multinational Financial Management, Tata McGraw-Hill, New Delhi.	
Suggested Text Books	Bekaert, Greet & Hodrick, Robert J., (2014). International Financial Management. Prentice Hall. Eun, Cheol S. & Resnick, Bruce G. (2017). International Financial Management. Tata McGraw-Hill. Maurice, Levi D. (2009). International Finance. Routledge. Madura, Jeff (2013). International Financial Management. Cengage Learning. Shapiro, Alan C. (2010). Multinational Financial Management. John Wiley. Sharan, V. (2012). International Financial Management. PHI Learning Pvt. Ltd.	
Suggested Web links:	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==	
Learning Outcomes	The students will have deep understanding of financial management issues in a multinational enterprise (MNE). The students will be able to use analytical tools and techniques to deal with financial affairs of international level for sound financial decision making in a global setting.	

Title:	Corporate Finance & Control	Credits: 03
Course Objective	<p>To provide students with a very good holistic understanding of the firm from a commercial perspective and to understand the process of sustainable value creation in a firm.</p> <p>To equip students with the basic concepts that are required to analyze the financing decisions.</p> <p>In the area of working capital management, to train students to determine working capital requirements, analyze impact of working capital decisions and draw up working capital financing strategies.</p>	
Unit – I	<p>Corporate objectives, Shareholder’s wealth and Economic Value Added (EVA), Market Value Added (MVA) Vs EVA. Investment decisions under uncertainty, risk and uncertainty, various risks associated to capital budgeting decision, factors contributing to risk; techniques for risk analysis in capital budgeting decisions, statistical and conventional techniques for risk analysis - probability & probability distribution, expected value, Variance, Standard Deviation, Coefficient of Variation, Risk-adjusted discount rate, Certainty equivalent, Sensitivity Analysis, Scenario Analysis, Project beta, Discounted Cash Flow (DCF) techniques for Project evaluation and Capital Rationing cases, Capital budgeting and Inflation.</p> <p>Estimating Beta and Determining a Project Beta, Country Risk, Marginal Cost of Capital Schedule, Flotation Costs.</p>	
Unit – II	<p>Leasing, Hire-purchase & Project Finance-Types of leases, rationale for leasing, Mechanics of leasing, Leasing as a financial decision, Lease Vs borrow & buy evaluation, Hire purchase arrangement, Choice between leasing & hire purchase, Project finance – Private Equity, Venture Capital.</p>	
Unit – III	<p>Working Capital Management – Introduction</p> <p>Managing and Measuring Liquidity – Defining Liquidity Management, Measuring Liquidity</p> <p>Managing the Cash Position – Forecasting Short-Term Cash Flows, Monitoring Cash Uses and Levels. Miller-Orr Model.</p> <p>Investing Short-Term Funds – Short-Term Investment Instruments, Strategies, Evaluating Short-Term Funds Management</p> <p>Managing Accounts Receivable – Key Elements of the Trade Credit Granting Process, Managing Customers’ Receipts, Evaluating Accounts Receivable Management</p> <p>Managing Inventory – Approaches to Managing Levels of Inventory, Inventory Costs, Evaluating Inventory Management; ABC Approach, Carrying & ordering Costs, economic order quantity (EOQ), safety stocks, Reorder point.</p> <p>Managing Accounts Payable – The Economics of Taking a Trade Discount, Managing Cash Disbursements, Evaluating Accounts Payable Management</p> <p>Managing Short-Term Financing – Sources of Short-Term Financing, Short-Term Borrowing Approaches, Asset-Based Loans, Computing the Costs of Borrowing</p>	
Prescribed Text Books	<p>'Principles of Corporate Finance' by Richard, Stewart, Franklin, and Pitabas</p>	
Suggested Text Books	<p>Damodaran, A. Corporate Finance. John Wiley & Sons.</p> <p>Krishnamurti, C. & Vishwanath, S. Advanced Corporate Finance. Prentice Hall India, New Delhi.</p> <p>Myers, R.S., Allen, F. & Mohanty, P. (2012). Principles of Corporate Finance. Tata McGraw-Hill, India.</p> <p>Ross, S., Westerfield, R. & Jaffe, J. Corporate Finance. Tata McGraw-Hill</p>	

Suggested Web links:	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg== https://in.video.search.yahoo.com/search/video?fr=mcafee&ei=UTF-8&p=corporate+finance+and+control&type=E210IN714G0#id=2&vid=1c24cd5f1a5cdde0431cf46a087d8667&action=click
Learning Outcomes	<ul style="list-style-type: none">• Explain how the marginal cost of capital and the investment opportunity schedule are used to determine the optimal capital budget.• Describe expected relations among an investment's NPV, company value, and share price.• Evaluate the choices of short-term funding available to a company and recommend a financing method

Title:	Mergers, Acquisitions and Corporate Restructuring	Credits:03
Course Objective	<p>The course is designed to</p> <ul style="list-style-type: none"> • Enable the learners to develop an understanding toward concept and relevance M&A in the existing scenario. • Learn valuation techniques. • Learn M&A strategies and interpret M&A deals. • Enable the students to understand M&A due diligence in Indian context. 	
Unit I	Overview of Corporate Restructuring and Mergers & Acquisitions: Concept of Corporate Restructuring, Concept and Types of M&A, Economics of Mergers, History and Trends in M&A, Takeover strategies and Defensive Tactics, Demerger; Concept and forms.	
Unit II	<p>Valuations in M&A and Deal Structuring: Valuation; Discounted Cash Flow Approach, Relative Valuation Approach, Asset Based Valuation. Deal Structuring; Cash Vs Stock Deals, Determining the exchange ratio, Evaluating deal structures.</p> <p>Accounting for Mergers and Acquisitions: Pooling of Interest Method, Purchase Method, Treatment of Goodwill.</p>	
Unit III	Legal and Regulatory Framework of M&A: Indian Legal Due Diligence; Scheme of Merger/amalgamation, Procedure for Amalgamation, Provisions of Companies Act, Indian Income Tax Act, SEBI Takeover Code.	
Prescribed Text Books*	<ol style="list-style-type: none"> 1. Patrick A. Gaughan (2011), Mergers, acquisitions, and Corporate Restructuring, Wiley 2. Robert F. Bruner, Joseph R. Perella (2004), Applied Mergers and Acquisitions, Wiley 3. Kar R.N. & Minakshi (2017), Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, 3rd Edition, Taxman Publishers, New Delhi. Kuchhal 4. Chandrashekar Krishna Murthy & Vishwanath. S.R (2008) Merger Acquisitions & Corporate Restructuring, Sage Publication. 	
Suggested Text Books*	<ol style="list-style-type: none"> 5. ICAI study material; Mergers, Acquisitions and Corporate Restructuring, Institute of Chartered Accountants of India, New Delhi. 6. Aswath Damodaran (1996) Corporate Finance-Theory and Practice, John Wiley & Sons. 7. Mergers, Restructuring and Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag. Pearson Education. 8. M.C. and Kuchhal Vivek (2013) Business Legislation for Management, Vikas Publishing House. 	
Suggested Web links:	https://in.video.search.yahoo.com/search/video?fr=mcafee&ei=UTF-8&p=mergers+and+acquisitions&type=E210IN714G0#id=4&vid=111f52e8544aea57b6a2ec7ca1204d29&action=view	

	https://in.video.search.yahoo.com/search/video?fr=mcafee&ei=UTF-8&p=mergers+and+acquisitions&type=E210IN714G0#id=2&vid=a1755f6a7a830ea8a670b9223a73ddb8&action=click
Learning Outcomes	<p>Student will be able to:</p> <ul style="list-style-type: none">• develop an understanding toward concept and relevance M&A in the existing scenario.• Work on valuation techniques.• Know about M&A strategies and interpret M&A deals.• Understand M&A due diligence in Indian context.