

# SYLLABUS

Session  
2021-2022

DEPARTMENT OF  
BUSINESS ADMINISTRATION



**MAHARAJA SRIRAM CHANDRA BHANJADEO UNIVERSITY**

**SRIRAM CHANDRA VIHAR, TAKATPUR  
BARIPADA, MAYURBHANJ-757003  
ODISHA (INDIA)**

# Maharaja Sriram Chandra Bhanja Deo University ,Takatpur,Baripada-753001

## SYLLABUS FOR MBA PROGRAMME

(Effective from academic session 2021-22)

### Semester-I

Code	Subject	L	T	P	Credit	Final exam	Internal exam	Practical exam	Total
BA-401	Organization structure and Management	3	0	0	3	80	20		100
BA-403	Quantitative Methods for Management-I	3	0	0	3	80	20		100
BA-405	Organizational Behavior-I	3	0	0	3	80	20		100
BA-407	Managerial Economics	3	0	0	3	80	20		100
BA-409	Basic Financial Accounting	3	0	0	3	80	20		100
BA-411	Marketing Management-I	3	0	0	3	80	20		100
BA-413	Financial Management-I	3	0	0	3	80	20		100
BA-415	Computer for Management	3	0	1	4	50		50	100
	<b>Total</b>	<b>24</b>	<b>0</b>	<b>1</b>	<b>25</b>	<b>610</b>	<b>140</b>	<b>50</b>	<b>800</b>

[ L= Lecture, T=Tutorial, P= Practical ] Each paper requires 40 lecture hours.

**Semester-II**

<b>Code</b>	<b>Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>	<b>Final exam.</b>	<b>Internal exam.</b>	<b>Total marks</b>
BA-402	Cost & Management Accounting (supportive -I)	3	0	0	3	80	20	100
BA-404	Quantitative Methods for Management-II	3	0	0	3	80	20	100
BA-406	Organizational Behavior-II	3	0	0	3	80	20	100
BA-408	Management Information System	3	0	0	3	80	20	100
BA-410	Human Resource Management-I	3	0	0	3	80	20	100
BA-412	Marketing Management-II	3	0	0	3	80	20	100
BA-412	Perspectives of Management (Open Elective)	3	0	0	3	80	20	100
BA-414	Financial Management-II	3	0	0	3	80	20	100
BA-416	Production and Operation Management-II	3	0	0	3	80	20	100
BA-418	Summer Project	0	0	2	2	100		100
	<b>Total</b>	<b>27</b>	<b>0</b>	<b>2</b>	<b>29</b>	<b>820</b>	<b>180</b>	<b>1000</b>

<b>Semester-III</b>									
<b>Code</b>	<b>Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>	<b>Final exam.</b>	<b>Intenal exam.</b>	<b>total</b>	
BA-501	Business Communication (Supportive-2)	3	0	0	3	80	20	100	
BA-503	Human Resource Management-II	3	0	0	3	80	20	100	
BA-505	Production and Operation Management-II	3	0	0	3	80	20	100	
BA-507	Business Law	3	0	0	3	80	20	100	
<b>Elective Marketing Management Group</b>									
<b>BA-511</b>	<b>Product and Service Marketing</b>	3	0	0	3	80	20	100	
<b>BA-513</b>	<b>Consumer Behaviour and Marketing Research</b>	3	0	0	3	80	20	100	
BA-515	Advertising and Public Relation	3	0	0	3	80	20	100	
<b>Elective Financial Management Group</b>									
<b>BA-521</b>	<b>Security Analysis and Portfolio Management</b>	3	0	0	3	80	20	100	
<b>BA-523</b>	<b>Management of Financial Services</b>	3	0	0	3	80	20	100	
BA-525	Management Control System	3	0	0	3	80	20	100	
<b>Elective Human Resource Management Group</b>									
<b>BA-531</b>	<b>Talent Management</b>	3	0	0	3	80	20	100	
BA533	Compensation Management	3	0	0	3	80	20	100	
<b>BA-535</b>	<b>Employee Relations and Labour Legislations</b>	3	0	0	3	80	20	100	
<b>Total</b>		<b>24</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>800</b>	<b>200</b>	<b>1000</b>	

Semester -IV

Code	Subject	L	T	P	Credit	Final exam.	Internal exam.	Total
BA-502	Strategic Management	3	0	0	3	80	20	100
BA-504	Business Ethics and Corporate Governance	3	0	0	3	80	20	100
BA-506	Entrepreneurship Development	3	0	0	3	80	20	100
BA-508	Dissertation and Viva-voce	2	0	0	2	100		
BA-510	Seminar and Comprehensive Viva-Voce	2	0	0	2	100		
<b><u>Elective Marketing Management Group</u></b>								
BA-512	Sales and Distribution Management	3	0	0	3	80	20	100
BA-514	International Marketing	3	0	0	3	80	20	100
BA-516	Industrial Marketing	3	0	0	3	80	20	100
<b><u>Elective Financial Management Group</u></b>								
BA-522	Working Capital Management	3	0	0	3	80	20	100
BA-524	International Finance	3	0	0	3	80	20	100
BA-526	Corporate Tax Planning and Management	3	0	0	3	80	20	100
<b><u>Elective Human Resource Management Group</u></b>								
BA-532	Human Resource Development	3	0	0	3	80	20	100
BA-534	Employee Compensation and Social Security	3	0	0	3	80	20	100
BA-536	Organisational Change and Development	3	0	0	3	80	20	100
<b>Total</b>		<b>25</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>900</b>		

Semester-I	25	Credits	800 marks
Semester-II	29	Credits	1000 marks
Semester-III	24	Credits	800 marks
Semester-IV	25	Credits	900 marks

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<b>Total</b>	<b>103</b>	<b>Credits</b>	<b>3500 marks</b>
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During Semester-III and Semester-IV each student has to take dual specialization out of three special/elective groups. Again from special/elective group, the student has to opt two papers out of three papers.

## **MBA PROGRAM OUTCOME:**

The MBA program is a student centric program with an objective of developing a career in diverse sectors of the industry, developmental projects and academic. The MBA program not only facilitates learning in theory and practice of different functional areas of management but also equips the students with an integrated approach to various functions of management. The curriculum is designed in a way that Institutes, Faculty and Students will shift their focus from traditional methodology which excessive focuses on industry towards a broad-based learning, encompassing the end-to-end processes involved in developing entrepreneurial skills looking at needs and demands of the society.

The curriculum will allow students to a confidence level where they can become masters of their own and wish to start up their new ventures and create further growth opportunities. At the end of the curriculum students should able to start their own venture and control all the managerial functions. Apart from this student should be able to handle the managerial responsibilities in the corporate world and excel them in academic also.

### **MBA Program Specific Outcome**

1. To imbibe the students with requisite domain knowledge, skills & right attitude necessary to provide effective leadership in a competitive environment.
2. To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society.
3. To inculcate proactive thinking to ensure effective performance in the dynamic socioeconomic and business ecosystem.
4. To harness entrepreneurial approach and skillsets aligned with the national priorities.
5. To understand the ethical implication of business decision making and recognize ethical dilemmas.

MBA programme will definitely help the students to adopt the required skillsets to perform efficiently and effectively in today's competitive environment.

**Employability/Entrepreneurship/Skill:** Unlike other academic syllabi the course (MBA) has been designed exclusively to cater the need of skill development in students to explore the broad avenues of job opportunities within and outside. In other words, one could either find job opportunity in Govt, PSU and Private Sectors or could have individual Entrepreneurship to have sustainable livelihood. The MBA Courses are exclusively professional which is targeted to hit bull's eye of employment opportunity. The MBA graduated are now in almost all sectors and that while going through selection process the MBA graduated are getting due and even extra weightage. Now attainment of professional degree has become a minimum additional academic qualification for selection in any job. MBA has become top up degree over general or technical qualification.

## SEMESTER-I

Paper Code-401

F.M- 80

# ORGANISATION STRUCTURE AND MANAGEMENT

### Course Objective

This course is designed to introduce basic of management concept and practices required to run an organization.

#### UNIT-1

Basic concept relating to management: managerial roles and skills, social and ethical responsibilities of management, planning- Nature, Scope, steps and plans, decision making- types of decision: decision making under containing risk and uncertainty steps in rational decision making, bounded rationality, Group decision making.

#### UNIT-2

Evolution of management thought- Classical approaches, Neo-Classical approaches, modern approaches.

#### UNIT-3

Organization- Authority Delegation and Decentralization, Departmentation, various forms of Organization Design, Organization change- forces for change, Planned Vs Reactive change.

#### UNIT-4

Organization conflict- process of organization conflict, individual, group and organizational conflict, resolving and eliminating conflict, nature of power and leadership, communication- Meaning, Process types and Barriers to communication Management in 21<sup>st</sup> century.

#### UNIT-V

Case Analysis relating to subject

### Course Outcome

After completion of this course student will able to understand the various concepts of management and contemporary management practices and to apply the emerging ideas and practices of management in their professional life

#### **Reference Book:**

1. Griffin, Ricky W- Management, AITBS, New Delhi.
2. Stonner & Freeman- Management, PHI, New Delhi.
3. Kneit, Robert- Management, AITBS, New Delhi. aaa



## SEMESTER-1

### **Paper Code-403**

## **QUANTITATIVE METHODS FOR MANAGEMENT-I**

**Course Objective:** The main focus of this course is to provide an understanding of basic statistical tools and techniques that are useful in managerial decision making.

### **UNIT-I:**

Mathematical methods for management: Set theory, Differential and Integral Calculus, Matrix analysis, Application of these methods to real life management problem.

### **UNIT-II:**

Statistical methods for management of central tendency and dispersion, probability- distribution, sampling and distribution, estimation testing of hypothesis and application of these methods in real life problems. Advance statistics for management: decision theory and decision tree, time services analysis, Multivariate analysis, Application of these to real life problems.

### **UNIT-III:**

Meaning of research, objective, types and approaches, Research problem, selection and defining the problem, technique involved in defining a problem meaning need & types of research design.

### **UNIT-IV:**

Method of data collection: Observation, Interview, Questionnaire, Schedules types, merits & limitations, sampling design: Implementations of a sample design, steps in sample design, characteristics and types of sample design, Report writing: purpose, contents, technique of writing report.

### **UNIT-V:**

Case Analysis relating to subject

### **Course Outcome**

Students understand the role of quantitative techniques in managerial decision making and the course also makes students familiar with the various quantitative techniques used for making the business analysis and decision making.

1. C.R. Kothari, Research Methodology, New Age International Publishers.
2. Wilkinson & Bhandarkar, Methodology & Techniques of a social research, Himalaya Publishing House.
3. S.R. Bajpayee, Method of Social Survey and Research, Kitab Ghar.
4. N. Raghava Chari, mathematics for management.
5. R.L. Levin, Statistics of Management.

## **SEMESTER-1**

### **Paper Code-405**

## **ORGANIZATION OF BEHAVIOUR-I**

### **Course Objective**

The course will help the students provides students to develop a way of thinking about individuals, group and competitive factors that influence the functioning of any business organization

### **Content**

#### **UNIT-I:**

Study of organization of Behavior: Focus and purpose, nature, scope and development, OB models and models of man research in OB.

#### **UNIT-II:**

Personality- Determinates of personality, Theories of personality, Individual differences, matching personality and jobs, personality and organization perception, meaning, perpetualprocess, perception and OB.

#### **UNIT-III:**

Learning and Behavior Modification: Learning process, Theories of learning and OB, Behavior modification, Attitudes- Characteristics and components of attitude, attitude and behavior, attitude formation, Measurement of attitude, values and productivity cognitive dissonance theory, attitude, values and job satisfaction.

#### **UNIT-IV:**

Motivation- Nature of motivation, motivational process theories of motivation, Need priority model, theory X and theory Y, Two factor theory, E.R.G. Model, achievement theory and power motivation Expectancy- theory equity theory, theory Z, Contingency model.

**UNIT-V:** Case Analysis relating to subject

### **Course Outcome**

After completion of the course the students will learn about the causes and essence of individual, group and organizational behaviour this course enables them to opt a job in different sectors of the economy.

### **Reference Book:**

1. Stephen P. Robbins- Organizational Behaviour, PHI.
2. L.M. Prasad- Organizational Behaviour, Sultan Chand & Sons.
3. Rao & Narayana- Organizational Behaviour, Konark Publishing House.
4. R. Aswathappa- Organizational Behaviour, Himalaya publishing House.
5. M.N. Rudrabasvaraj- Human Factor in Management.
6. F.Luthanance- Organizational Behaviour.

## **SEMESTER-1**

### **Paper Code-407**

## **MANAGERIAL ECONOMICS**

F.M- 80

### **Course Objective:**

The paper has been framed to integrate the basic concepts of economics with the tools of mathematics in order to analyze and make optimal business decisions

### **UNIT-I**

Nature of business decision- making, Managerial analysis, Optimization; theory of demand function, income and substitution effects, revealed preference approach and demand forecasts;

### **UNIT-II**

Production and cost-return to scale, cost curves, break even analysis, theory of firm- profit maximization, sales maximization, organization slack, ownership and control; market structure-competition, Monopoly, oligopoly.

### **UNIT-III:**

Macroeconomics aggregates and concepts GNP & GDP, aggregate consumption, gross domestic capital formation WPI, CPI.

### **UNIT-IV:**

Inflation, Employment, Balance of payments, Money supply and monetary policy, Fiscal impact and investment, Synthesis of monetary and real factors.

### **UNIT-V:**

Case Analysis relating to subject

### **Course Outcome**

Students familiarize themselves with the concepts and tools of managerial Economics as applicable to decisions making in contemporary business environment. The course increases their analytical skill making them employable in business sector and organized and unorganized sectors.

### **Reference Book:**

1. Brigham, E.E. Paper, J.L.- Management Economics, Druden Press.
2. Ferguson C.T. & Joar Gouid- Micro Economics Theory.
3. Gupta G.S- Management Economics.
4. Mote, Paul & Gupta- Management Economics

**SEMESTER-I**  
**Basic Financial Accounting**

**Paper Code-409**

**BASIC FINANCIAL ACCOUNTING**

**F.M- 80**

**Course Objective** To enable students in understanding accounting principles, process, and policies used for preparing financial statements and to acquaint students with accounting tools & techniques so as to develop their skills for analyzing and presenting financial statements for taking business decisions in contemporary environment

**UNIT-I**

Accounting Concepts, Conventions, Accounting Standards, Financial Accounting: Theoretical Background, Generally Accepted Accounting Principles (GAAPS), International Financial Reporting Standards (IFRS), Users of Accounting Information

**UNIT-II**

Final Accounts of Companies- Trial Balance, Trading Accounts, Statement of Profit and Loss Accounts, Balance Sheet, Depreciation- Meaning, Purpose, Factors and Various Methods Of Depreciation

**UNIT-III**

Shares, Accounting for Allotment and Forfeiture, Debenture- Issue and Redemption. Cash Flow Analysis-Meaning and Preparation Cash Flow Statements

**UNIT-IV**

Financial Statement Analysis: Trend Analysis, Ratio Analysis Assessment Of Financial Health. Accounting in Computerized Environment

**UNIT-V**

CASE Analysis relating to subject

**Course Outcome**

After completion of this course the students will gain brief understanding on accounting concepts, accounting standards and financial statements. Also develop their skills on preparation, analysis of financial statements and other related matters which enhance their employability.

***Reference Book:***

1. Narayanswamy, R.(2014). Financial Accounting- A managerial Perspective (5<sup>th</sup> ed.). PHI Learning
2. Rajan, M., Horngren, C. T., and Datar, S.M. (2011). Cost Accounting- A Managerial Emphasis (14<sup>th</sup>ed.) Pearson Education.
3. Ramachandran, N., and Kakani, R.K. (2005). Financial Accounting for Management. Tata McGraw Hill.
4. Banerjee, B. (2009). Cost Accounting Theory and Practice (12<sup>th</sup> ed.). PHI Lear

**SEMESTER-I**  
**Marketing Management :I**  
**Paper Code-411**

**F.M- 80**

**Course Objective:** The objective of this paper is to provide students knowledge on marketing strategy and its implications for management decision making and society.

**UNIT-I:**

Marketing concept – Nature, Scope and importance of marketing, Marketing process, Marketing Environment.

**UNIT-II:**

Consumer Behavior- Meaning, Factors influencing Consumer Behavior, The consumer decision- making process, marketing segmentation, targeting and positioning.

**UNIT-III:**

Marketing Mix: product life cycle and PLC Strategy, Product Mix decisions, Product Line Decisions, Branding and packaging decisions.

**UNIT-IV:**

Price: pricing objective and price determination, Basic methods of setting price, pricing policies and strategies.

**UNIT-V:**

Case Analysis related to the Subjects

**Course Outcome:**

After completion of the course students will be able to understand the basics of marketing strategy formulation and implementation. This course will help the students aspiring to be marketing professionals in better decision making and understanding their role in the marketing sphere.

***References Books:-***

1. William J. / Stanton- Fundamentals of Marketing.
2. Philip Kotler- Principles of Marketing.
3. Raja Saxena- Marketing Management.
4. V.S Ramaswamy & Snamakumari- Marketing Management.
5. Sharad Kumar- A Text book of Marketing management.

**SEMESTER-1**

**Paper Code-413**

**FINANCIAL MANAGEMENT-I**

**F.M- 80**

**Course Objective:** The objective of the Course is to help students to develop cognizance of the importance of financial management in corporate valuation.

**UNIT-I:**

Financial Management: Concepts finance related Discipline, Scope of Finance, Finance Function, Financial Managerial Role and Profit Maximization, Wealth maximization.

**UNIT-II:**

Financial statement analysis- Ratio analysis- Leverage operating and financial.

**UNIT-III:**

Concept and Relevance of Time Value of Money, Capital Budgeting, Techniques, Evaluation, discounted cash flow techniques, cashes of capital budgeting decision.

**UNIT-IV:**

Cost of Capital: concept of cost of capital, factor affecting cost of capital, measurement of cost of capital of individual components, weighted average cost of capital.

**UNIT-V:**

Case Analysis related to the Subjects

**Course Outcome**

After completion this course, students will enable to understand the concepts of managing finance in business enterprises and learn to identify financial challenges, tools and techniques for decisions with glimpse of practices.

***References Books: -***

1. James C. Veomonence- Finance Management & Policy.
2. Weston & Brigham- Management Finance.
3. L.M. pandey- Financial Management.
4. R.P. Rastogi- Financial Management Theory, Concept & Problems.

## **SEMESTER-I**

### **Paper Code-415**

#### **COMPUTER FOR MANAGEMENT**

**F.M:50+50**

#### **Course Objective**

This course is designed to understand the basis of software skills required for managers. It also focuses on data communication and computer networking required for organization.

#### **UNIT-I:**

Fundamental Concept of computer and application Area, Classification of computer system, Peripheral devices, data representation and binary numbers, computer software.

#### **UNIT-II:**

Programming concept- Flow Chart, Algorithm, Decision Tables, Programming Languages and packages, Batch Programming, Multi Programming, Parallel Processing.

#### **UNIT-III:**

ALU, Types of Memories, Selection of memory system, Internal Organization of ALU, Role of control unit register, Boolean algebra and binary operations, Data Structure, Files and Access Mechanism.

#### **UNIT-IV:**

Structure Computer Organization, High Level Language, Assembly language, Assembler, Operating System and its role, Virus & Anti-virus and Its applications.

#### **UNIT-V:**

#### **Practical 50 Marks.**

Windows, MS Word, MS Excel, Accounting Packages, MS- Power Point, MS- DOS- Operating System.

#### **Course Outcome**

After completion of this course students will gain fundamental knowledge on the basic aspects of IT and their applications in business.

#### ***References Books:-***

1. R.K. Sinha- Computer Fundamentals.
2. V. Rajaraman- Fundamental of Computers.
3. A.S. Tanenbaum- Structure Computer Organization.

## SEMESTER-II

### Paper Code-402

## COST & MANAGEMENT ACCOUNTING

F.M-80

### Course Objective

To acquaint the students with cost and management accounting system for effective discharge of managerial activity of prime importance.

#### UNIT-I:

Cost Analysis, Cost concept and classification, Elements of Cost, Preparation of cost sheet allotment and absorption of Overhead.

#### UNIT-II:

Process costing, Job Costing, Contract Costing and Application of Process costing for joint products and by products.

#### UNIT-III:

Managerial Costing and breakeven analysis- Application in Decisions Making, Differential Costing.

#### UNIT-IV:

Standard costing, Budgeting, Budgetary control.

#### UNIT-V:

Case Analysis relating to subject

### COURSE OUTCOME

After successful completion of this course, a student would learn the concepts of costs, classifications of costs, costing methods and techniques for managerial decisions and would get a glimpse of practices.

### *References Books: -*

1. Sharma & Gupta- Management Accounting, Kalayani Publishers.
2. S.N. Maheswari- Principle of Management Accounting, Sultan Chand.
3. Jain & Narang- Cost Accounting, Kalayani publisher.
4. R.N. Anthony- Management Accounting, Richard D. Irwin.
5. N.L. Hingorani- Management Accounting, Sultan Chand & Sons.
6. Homgreen- Cost Accounting, Prentice- Hall 12.



## **SEMESTER-II**

### **Paper Code-404**

## **QUANTITATIVE METHODS FOR MANAGEMENT-II**

**F.M:80**

### **Course Objective**

The main focus of this course is to provide an understanding of basic statistical inference (tools) that are useful or necessary in managerial decision making.

### **UNIT-I:**

Introduction to LPP, Formulation of LPP, Graphical Methods and Simplex Method, Management problems and case handling.

### **UNIT-II:**

Linear Programming, Transportation problem, Routing and Assignment models, Game Theory.

### **UNIT-III:**

Sequencing Dynamic Programming, Queuing System, PERT/ CPM.

### **UNIT-IV:**

Multi- Objective Decision- making, non-interacting and interactive Decision- making, Recommended.

### **UNIT-V:**

Case Analysis relating to subject

### **Course Outcome**

At the end of the course students will acquaint with the important quantitative techniques which play an important role in the decision-making process and enable the students to arrive at optimal solutions to complex decision-making problems.

### **References Books: -**

1. Wagner- principles of operating Research.
2. K. Swarup, P.K. Gupta, Manmohan- Operation Research.
3. Keeney and Raiffa- Decisions with multiple objectives, Wiley, New work.
4. H.J. Zimmerman- Fuzzy set theory and its application.

## SEMESTER-II

### **Paper Code-406**

## **ORGANIZATION OF BEHAVIOUR-II**

**F.M- 80**

### **COURSE OUTCOMES:**

This course will provide clear picture on leadership styles, approaches and theories and importance of Group dynamics, Stress management and organization climate and culture.

#### **UNIT-I:**

Leadership: Definition, Traits, Leadership function and component and components of leadership, leadership styles, leadership approaches, Theories of leadership, Situational leadership.

#### **UNIT-II:**

Group dynamics: Formation of group and stages of group development types of groups, size status and effect of group behavior, Role relationship, Group norms, Cohesiveness in groups Models of small group behavior, understanding Group effective conflict and conflict resolution.

#### **UNIT-III:**

Management of stress: Potential sources of stress, consequences of stress management, strategies, Implication of stress for performance and satisfaction, time management crisis, delegation and information overload.

#### **UNIT-IV:**

Organization climate and culture: Factor affecting organizational climate, organization context, structure, process, physical environment, systems, value and norms measuring organizational climate, morale and organizational culture, creating, learning and sustaining culture organizational development (OD)

#### **UNIT-V:**

Case Analysis relating to subject

#### **Course Outcome**

Students will be able to apply the frameworks & tools effectively to analyze & approach various Organizational situations. Able to modify their own beliefs, assumptions, and behaviors with respect to how individuals, groups and organizations act in order to expand the options of approaches and increase their own effectiveness.

#### **References Books: -**

1. Stephen P. Robbins- Organizational Behavior, PHI.
2. L.M. Prasad- Organizational Behavior, Sultan Chand & Sons.
3. R. Aswathappa- Organizational Behavior, Himalaya Publishing House.
4. Rao & Narayana- Organizational Behavior, Konark publishing House.

## **SEMESTER-II**

### **Paper Code-408**

## **MANAGEMENT INFORMATION SYSTEM**

### **Course Objective**

The objective of this paper is to provide students knowledge on information systems for managing business operations and decision-making using MIS and DSS tools

### **UNIT-I**

Management Information System: Basic Concept, sub-system, integrated system. Information requirement of various levels of management, organization on information processing units, MIS and data processing, operating elements of information system.

### **UNIT-II:**

Decision support system: Introduction, Understanding DSS, MIS and DSS-Decision making, Types of Decisions, Analytics and Business Intelligence, Business Intelligence techniques

### **UNIT-III:**

Analysis of information system: System Development Life Cycle (SDLC), structure approach, structure tools, structured chart, evaluation of system design, coupling cohesion.

### **UNIT-IV:**

Design of information system: fundamental concept of the file design, data base design, input-output design, system security.

### **UNIT-V:**

Case Analysis relating to subject

### **Course Outcome:**

Record the current issues of information technology and relate those issues to the firm and analyze how information technology impacts a firm with of information technology and information system in business

### **References Books:-**

1. Murdic & Ross- Information system for modern management.
2. C.S. Parker- Management information system- strategy and action.
3. Lee- introductory system analysis and design (Vol- I & II).
4. A Ziya Askatas- Structure Analysis and Design of Information System.

## SEMESTER-II

### Paper Code-410

## HUMAN RESOURCE MANAGEMENT: I

F.M- 80

### Course Objective:

The objective of this course is to understand the HRM concepts, functions and Practices

### UNIT-I

Concept, nature and scope of human resource management, vis-à-vis personnel management, growth and development of human resource management in India, Role and function of personnel manager.

### UNIT-II:

Human Resource Planning, concept and objective, job analysis, recruitment and selection procedures- tests and interviews, induction, promotion: purpose, transfer policies and procedures types of transfers, separations: different types of separations, management of redundancies.

### UNIT-III:

Training in organization: its objectives, process of training, different types of training programs, on the job and off the job training, evaluation of training program.

### UNIT-IV:

Performance appraisal: its objectives uses and methods traditional vs modern method, management by objective (MBO), total quantity management (TQM), Kaizen, JIT, QC, Quality of Work Life (QWL).

### UNIT-V

Case Analysis relating to subject

### COURSE OUTCOME

Student will demonstrate the role of HRM in an organization and utilize the knowledge to gain competitive advantage through people. This course will also enable the students to meet HR challenges in the present scenario

### References Books:-

1. Dale S. Beach, Personnel Management.
2. E.B. Flippo, Personnel Management.
3. C.B. Mamoria, Personnel Management.
4. C.S. Venkat Ratnam and B.K. Srivastava, Personnel Management and Human Resources.
5. P. Amstrong, HRM. 6.P. Subba Rao, HRM: Text and Cases.

## SEMESTER – II

Paper Code - 412

### MARKETING MANAGEMENT-II

F.M-80

The objective of this paper is to provide students knowledge on marketing strategy and its implications for management decision making and society.

#### UNIT – I

**Place** – Nature & Function of Marketing Channel: Channel Designs Decisions, Channel Management Decisions.

#### UNIT – II

**Promotion** – Personal Selling (Management of sales Force) Advertising (Nature of Various Media Suitability and Selection of Media), Sales, Promotion, Public Relations.

#### UNIT – III

Marketing Information System and Marketing Research Process – Need, Importance, Steps with Emphasis on Research Design.

#### UNIT – IV

Special Topics of Marketing: Rural Marketing Nature, Characteristics of Rural Markets in India, Industrial Marketing Nature & Scope, Global Marketing, Service Marketing Characteristics of Services and their Marketing Implications Retail Marketing.

#### UNIT – V

Case Analysis

**COURSE OUTCOME:** The course will help the students aspiring to be marketing professionals in better decision making and understanding their role in the marketing sphere

Recommended Books –

1. Philip Kotler – Marketing Management – Analysis Planning, Implementation And Control Millenium Edn.
2. Philip Kotler – Principles Of Marketing
3. W.J.Stanton – Fundamentals Of Marketing
4. V.S. Ramaswamy & Namakumari – Marketing Management- 1
5. Ranjan Saxena – Marketing Management-2

## SEMESTER – II

Paper Code - 412

### PERSPECTIVES OF MANAGEMENT (Open Elective)

F.M- 80

#### **Course Objective:**

The aim of the Course is to equip students with basic Management concepts, Strategies, Roles and organizational Environment management.

**Unit-I:** Management: Concept, Nature, Scope, Objective and Functions of Management, Functional areas- Planning, organizing, staffing, directing, controlling, Decision making.

**Unit-II:** Strategic Management and its benefits. – Definition, levels of Strategy, Process of strategy formation, SWOT analysis, Alternative Strategies, Role of different Strategists, Relevance of Strategic Management

**Unit-III:** Leadership- leadership styles, leadership approaches, dynamics: Formation of group and stages of group development, types of groups, Team.

**Unit-IV:** Organisational change, change management – Change Management, Role of a Manager in 21<sup>st</sup> century, Business Ethics and Corporate social Responsibility, Total Quality Management.

**OUTCOMES:** After completion of this course student will able to understand the various concepts of management and contemporary management practices and to apply the emerging ideas and practices of management in their professional life

#### ***References Books:-***

1. Griffin, Ricky W - Management, AITBS, New Delhi.
2. Stonner and Freeman - Managerial, PHI, New Delhi.
3. Stephen P. Robbins - Organisational Behaviour, PHI.
4. Rao and Narayan - Organisational Behaviour, Konark Publishing House.
5. Michael Porter - Competitive Strategy, Free Press.
6. V.S.P. Rao and V. Hari Krishna - Strategic Management: Text and Cases- Excel Books.

## SEMESTER-II

### **Paper Code-414**

## **FINANCIAL MANAGEMENT: II**

F.M- 80

### **Course Objective**

The objective of the paper is to help students to develop cognizance of the importance of Financial Management in corporate valuation.

### **UNIT-I:**

Dividend policy: Types of dividends, forms of dividends, Factor influencing dividend policy, MM Approach, Walter's Approach.

### **UNIT-II:**

Working Capital Management: Concept, types, determinants of working capital, estimating working capital, requirements, Cash management, Cash planning, Inventory Management- Objectives and techniques.

### **UNIT-III:**

Capital Market, Capital Market Environment, guidelines for issue of new securities, Role of SEBI, Secondary market, regulating for functioning stock market in India.

### **UNIT-IV:**

Mutual Fund, Merchant Banking, Venture Capital, Foreign Capital & Collaboration.

### **UNIT-V:**

Case Analysis relating to subject

### **Course Outcome**

After completion of the course the students will be able to understand the details of various concepts like Dividend policy, Working Capital Management and financial systems. This paper also aims to develop analytical skills which facilitate the decision making in Business situations.

### ***References Books: -***

1. Pandey I.M- Finance Management, Bikash Publication.
2. Khan & Jain- Finance Management, TMH.
3. Chandra Prasanna- Finance Management, TMH.
4. Weston & Brigham- Managerial Finance, R.H.W.
5. Rostogi, R.P.- Finance Management, Galgotia Publication.
6. Gordon and Natarajan- Financial Market Services, Himalaya Publishing House.
7. S. Guruswami- Financial Market Institutions, Thomson.

## SEMESTER-II

### Paper Code-416

## PRODUCTION AND OPERATION MANAGEMENT

F.M-80

### COURSE Objective

To develop an understanding of how the operations have strategic importance and can provide a competitive advantage in the workplace

#### UNIT-I:

Basic concept: Production and operation management function, various production processes and their selection. Production and productivity, Measurement of productivity.

#### UNIT: -II:

Work study: Method study- procedure the techniques: principle of motion Economy and work place design; work measurement; time study and work sampling; performance rating and allowances.

#### UNIT: -III

Facility planning: facility location factors, principles and techniques used; different layout: Material handling systems and equipment.

#### UNIT: -IV

Production planning and control: Aggregate planning- basic strategies viz level production, Chase demand and mixed strategy: Aggregate planning cost: Routing; Scheduling; Gantt Charts, Selection Techniques and concepts, value analysis; learning curve, vertical integration, Just-in-Time System.

#### UNIT:-V

Case Analysis relating to subject.

### Course Outcome

Students will get the basic concepts of production and operation management with respect to Work study, Facility planning and Production planning and control of a production system.

### References Books:-

1. S.N Chery- Production and Operation Management, TMH Publication.
2. Mayer R.R.- Production and Operation Management, McGraw Hill.
3. Schoder R.G.- Operation Management, Decision Making in Operations Function, McGraw Hill.
4. Riggs J.L. Production System, Hon Wiley & Son.
5. Aswathappa & Sridhar Bhaat- Production and Operation Management, Himalaya Publications.



**SEMESTER-II**  
**Paper Code: BA-418**  
**SUMMER PROJECT**

F.M- 100

**COURSE OUTCOMES**

Student will

- Understand on job skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
- Get insight in working of the real organizations.
- Understand the specific functional areas and match linkages among different functions and departments.
- Discover career opportunities to students in exploring in their areas of interest

At the end of the 2<sup>nd</sup> Semester a student has to undergo on the job training during May-July in the organization for 6-8 Weeks to gain practical insight into the real-life business. During the semester he/she will prepare a report under the joint- guidance of a company executive and an internal guide from among the faculty members of the department.

Evaluation System:

**Project Report-      50 Marks**

**Presentation -      25 Marks**

**Viva-voce-          25 Marks**

The evaluation will be carried out by the faculty members of the Department and the external Examiner recommended by BOS. Attending the summer training is must and submission of report with which students are not promoted to 3<sup>rd</sup> Semester.

## SEMESTER-III

### Paper Code-501 BUSINESS COMMUNICATION

F.M- 80

#### Course Objective

The objective of this paper is to enhance the interpersonal skills of the students in the workplace. It also helps them to deal with professional relationships, and to develop confidence along with personal grooming as this is a 'Communication Age.

#### UNIT: I

Communication: Definition. concept, process of communication, Dimension in an organization-upward, downward, channels of communication, communication Strategy, barriers and gateway in communication.

#### UNIT: -II

Oral & Written communication: process and problems: role of non- verbal communication, conversation, presentation, probing, listening- level types, barriers and skills, use in business organization, pitfalls, requisites for effective written communication with members, management and government.

#### UNIT: -III

Proposal and report writing: objectives, type-requisites, committee dynamics: purpose and process of committee formation, type of committees, barriers to effective working in committees.

#### UNIT: -IV

Pre and post meeting documentation: preparation of notice, agenda proceeding and minute, follow-up communication in interviews and negotiation, interviews-process, style and skills, negotiations- process, style and skills, public relation concept- need importance of RR in business organization, various media of public relation.

#### UNIT: -V

Case Analysis relating to subject

#### Course Outcome

On successful completion of course the students will able to understand fundamentals of communication and demonstrate necessary skills to handle day-to-day managerial responsibilities.

#### References Books: -

1. Rai and Rai- Business Communication
2. Nagaraj and Rajarao- Essentials of Business Communication
3. Pradhan, Bhende and Thakur- Business Communication
4. R.Pal and J.S Korlahalli- Organization Communication.

**SEMESTER-III**

**Paper Code-503**

**HUMAN RESOURCE MANAGEMENT: II**

**F.M- 80**

**COURSE OUTCOME:**

The course will impart basic knowledge of the wage salary administration, Industrial relations, Trade Unionism and collective bargaining system.

**UNIT:-I**

Concept and definition of wages and salary, components of wages, criteria of wage fixation, job evaluation, method of wage determination in India, wage differentials, method of payment, incentive payment.

**UNIT: -II**

Industrial Relation: Concept, values and Scope, approaches to industrial relation- unitary, pluralistic systems and radical approaches, Role of state and industrial relation.

**UNIT: -III**

Trade unionism: concept, function and structure, union registration and recognition. Industrial dispute: concept, forms and types, cause, prevention and settlement of industrial disputes.

**UNIT: -IV**

Collective bargaining- nature, scope and functions, theories of bargaining- marketing, government and managerial, workers participation in management: nature, scope and objective, growth of workers participation in India.

**UNIT: -V**

Case Analysis relating to subject

**Course Outcome:**

Students will get brief knowledge on wage and salary administration, gives an insight into the IR scenario in India and create understanding about role of Govt., society and trade union in IR. Case studies will further augment the understanding of the subject

**References Books: -**

1. C.B Mamoria, Dynamic Of Industrial Relations, HPH.
2. Sinha, Sinha And Sekar , Industrial Relation And Labour Legislation In India.
3. G.Remanujan, India Labour Movement.
4. Arun Monnapa, Industrial Relations, TMH.
5. B.R Patil, Collective Bargaining.

## SEMESTER-III

### Paper Code-505

## PRODUCTION AND OPERATION MANAGEMENT-II

F.M- 80

### COURSE OUTCOMES

To develop an understanding of how the operations have strategic importance and can provide a competitive advantage in the workplace and details about inventory and quality management

#### **UNIT:-I**

Production design and development, strategies for new product introduction; development process: interaction product and process, interaction, between product and process design, product life cycle.

#### **UNIT:-II**

Inventory Management: concept of inventory; independent and depended demand inventory cost, structure, inventory models, EQO, ABC and other classifications, principles of material requirement planning.

#### **UNIT:-III**

Quality: concept of quality of design, conformance and performance; quality economics, statistical quality control, sampling plans and control charts, total quality management concepts, project management organization, critical path method (CPM), time cost tradeoff.

#### **UNIT:-IV**

Maintenance management and computer-aided POM- maintenance and replacement policies; preventive and break down maintenance; economics of replacement, individual and group replacement, predicative maintenance introduction to computer aided process planning, computer integrated system.

#### **UNIT:-V**

Case Analysis relating to subject

### COURSE OUTCOMES

After completion of this course students will able to acquire more knowledge on various operational aspects of Production Management, important Production Management techniques and different problem-solving methodologies.

#### ***References Books:-***

1. Schroeder R.G- Operation Management, M.C Graw Hill
2. Riggs J.L – Production Systems John Wiley & Sons
3. Dilworth J.B- Production Operation\ Operation Management, M.C Graw Hill
4. Aswathappa & Sridhar Bhat- Production and Operation Management.

**SEMESTER-III**  
**Paper Code-507**  
**BUSINESS LAW**

**F.M- 80**

**Course Objective**

This course focuses on Indian contract Act, Sale of Goods Act, 1930, Companies Act, 2013 and similar acts required to deal with the legal aspects in a business environment.

**UNIT:-I**

Indian Contract Act, 1872- Contract defined, Elements of valid contract, classification of contracts, offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, agency. Sale of Goods Act, 1930- Classification of goods, Condition & Warranties, Passing of Property, right of unpaid seller, Remedies for breach of Contract of Sale of Goods.

**UNIT: -II**

Companies Act, 2013- Nature and kinds of companies, Formulation, Memorandum, Articles, Prospectus, Capital- Shares, Debentures, borrowing powers, minimum subscription, Directors; Winding up of companies.

**UNIT: -III**

The Competition Act 2002: Competition Commission of India, Duties, Powers & Function of Commission, Duties of Director General, Penalties, Foreign Exchange Management Act, 1999.

**UNIT: -IV**

Consumer Protection Act. 1986 Objectives of the Central Council and State Council, Composition jurisdiction of district forum, Mode of complaints, Procedures of complaints, Penalty Negotiable Instrument Act, 1881.

**UNIT: -V**

Case Analysis relating to subject

**Course Outcome**

Students will gain the knowledge on basic legal concepts, Indian legal environment in which Business operate and able to understand the fundamentals of legal issues pertaining to the business world to enhance their ability to manage businesses effectively

**References Books:-**

1. N.D. Kapoor : Mercantile Law including Industrial Law, Sultan Chand.
2. P.P.S. Gonga: A Textbook of Business Law, S. Chand & Co.
3. S.S. Gulshan & S. Pandit : Business Law, Himalaya Publishing House.
4. K.R. Bulchandani : Business Law, Himalaya Publishing House.

**SEMESTER-III**

**MARKETING MANAGEMENT GROUP**

**Paper Code-511**

**F.M- 80**

**PRODUCT AND SERVICE MARKETING**

**Course objective**

To understand the nature and unique characteristics of product and services and will equip the students for designing appropriate marketing strategy

**UNIT:-I**

Product Management: Meaning, scope & Objectives of Product Management, Product planning, Product Positioning, New product: Planning and Development.

**UNIT:-II**

Brand Management: Basic Concept, Brand Building, Brand Equity, Brand Extension, Brand Positioning & Repositioning, Brand Personality.

**UNIT: -III**

Marketing of Services: Basic Concept, Characteristics & there marketing Implications, Classification of Services, Services marketing Management.

**UNIT: -IV**

Service Marketing Mix, Measuring and Managing Service Quality, Customer Retention & Relationship Marketing.

**UNIT: -V**

Case Analysis relating to subject

**COURSE OUTCOMES**

This course enables the students to understand the details of the product and service Management and experience with CRM and role of IT in managing service operations

***References Books:-***

1. E.A. Pessemir- Product Management- Strategy & Organisation.
2. W.S. Sachs & G. Benson- Product Planning & Management.
3. Ramanuja Mazumdar- Product Management.
4. Adrian Payne- The Essence of Service Marketing.
5. Berry & Parsuraman- Service Marketing.
6. S.M. Jha- Service Marketing.

## SEMESTER-III

### Paper Code-513

## CONSUMER BEHAVIOUR AND MARKETING RESEARCH

F.M- 80

### Course Objective:

This course aims at providing students with an opportunity to develop an understanding about individuals and organizational consumers; and factors that influence their buying process which will help the business houses to form their marketing strategies

### UNIT:-I

Consumer Behavior- Meaning, scope & importance of its study in marketing. The consumer decision-making process, Consumer Buying Role, Personality, Perception and Learning.

### UNIT: -II

Models of Consumer Behaviour- Nicosia, Howard- Sheth, Engel Kollat- Black Well, Sheth Family decision- making models, Diffusion of innovation.

### UNIT: -III

Marketing Research Process- Research Design, data Collection, sampling and Sampling designs, Questionnaire.

### UNIT: -IV

Data Analysis- Report- writing, Consumer Research, Product research & motivation Research.

### UNIT: -V

Case Analysis relating to subject

**Course Outcome:** Students will able to define the conception of consumer behavior, importance of consumer behavior in the context of marketing and details of Marketing Research.

### *References Books:-*

1. James F. Engel, Roger D., Blackwell & Paul j. Miniard- Consumer Behaviour.
2. Lean G. Schiffman & Desline Lazar Kanuk- Consumer Behaviour.
3. D.D. Sharma- Marketing Research- Principle, Application & Cases.
4. D.J Luck & R.S Rubin- Marketing Research.
5. Boyd- Marketing Research L. Concept & Cases.

**SEMESTER-III**

**FINANCIAL MANAGEMENT GROUP**

**Paper Code-521**

**F.M:80**

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Course Objective** The paper has been designed to introduce students to common stock, the stock market, stock options, and analysis and approaches to investing in the stock market and building stock portfolios.

**UNIT:-I**

Meaning of Investment, Characteristics, Objective of Investment, Concept of risk and return, Elements of Risks, Measurement of Risks.

**UNIT: -II**

Portfolio Analysis: Portfolio Management, Phases of Portfolio Management, Markowitz Model, Sharpe Model, CAPM.

**UNIT: -III**

Fundamental Analysis: Economic Analysis, industry analysis, company analysis. Technical Analysis indicators forecasting individual stock performance measurement of managed portfolios.

**UNIT: -IV**

Efficient Market Hypothesis: Forms of Efficient market hypothesis, Competitive market hypothesis, Random walk Theory, Portfolio revision.

**UNIT: -V**

Case Analysis relating to subject

**COURSE OUTCOMES:**

Learning Outcomes at the end of this course students will be able to understand the theoretical and practical background in the field of investments

***References Books:-***

1. Jack Clart Francis- Management of Investment, McGraw Hill.
2. Sharpe Alexander Baliem- Investment.
3. Jordan & Fisher- Security Analysis and Portfolio Management, Prentice hall.
4. Geogerry and Stanley- Fundamental of Investment Management, Irvin Homewood.



**SEMESTER-III**

**Paper Code-523**

**MANAGEMENT OF FINANCIAL SERVICES**

**F.M-80**

**Course objectives**

The objective of this course is to familiarize the students with the nature and scope of various types of financial services and to understand the regulatory environment in which they are undertaken.

**UNIT:-I**

Money market: Money market instruments, capital market- Primary Market, Secondary Market, Function.

**UNIT: -II**

SEBI, Functions, powers, guidelines of SEBI for Primary Market, NSE, BSE

**UNIT: -III**

Merchant Banking: merchant banking in India, Merchant Banks and Services Commercial Banks, Venture Capital: Meaning, features, Indian Scenario.

**UNIT: -IV**

Credit Rating: Credit rating in India, Benefits of Credit Rating, Credit rating agencies in India, Rating Methodology, Credit rating symbols, limitations, Mutual Funds: importance classification, advantages, performance of Mutual Fund in India.

**UNIT: -V**

Case Analysis relating to subject

**Course Outcome**

Students will understand the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution and Financial Services.

**References Books: -**

1. J.C. Verma- Merchant Banking.
2. Gordon, Natrajan- Financial Market & Service, Himalaya Publishing House.
3. R.V. Kamath, S.A. Keshan, & T. Viswanath-The principle of Practice of Leasing lease.

**SEMESTER-III**  
**HUMAN RESOURCE MANAGEMENT GROUP**  
**Paper Code-531**

**TALENT MANAGEMENT**

**F.M:80**

**Course Objectives:**

The students will develop a conceptual as well as practical understanding of work force planning, development, deployment, maintaining HR information and measure the value of human resource.

**UNIT-I** Overview of Talent management, Strategic Importance of Talent, Talent imperatives, Elements of Talent management, Workforce Diversity and Talent management, Role of HR in Talent management

**UNIT: -II**

Talent Acquisition and Workforce Planning: Identifying Talent Needs, Sourcing Talent, Recruitment, Screening and Selection. Talent Development and Deployment: Methods of Talent Development, Types of Talent Deployment, Competency Mapping, Competency Models, Talent Multiplication Model

**UNIT: -III**

Talent Retention and Engagement: Cost and Consequences of Talent Departure, Diagnosing Causes of Talent Departure, Measuring and Monitoring Turnover and Retention Data, Designing Engagement Strategies, Drivers of Engagement

**UNIT: -IV** Effectiveness of Talent Management: Measuring Contribution of Talent to Business Performance, Talent Metrics, Measuring Human Capital Investment, Transformation and reorganization of HR, Future Challenges of talent management for the organisation

**UNIT: -V** Case Analysis relating to subject

**Course Outcome**

The students will be able to equip themselves with necessary skill, knowledge to manage the talents and to learn how to train, retrain and compensate the talented employees using various techniques.

**References Books:** 1. Cheese, p. Thomas, R.J., & Cairg, E. (2008). The Talent Powered Organization. Kogan pageLtd.

1. Berger, D.R., & Berger, L.A. (2011). The Talent Management Handbook (2nd ed.). Tata McGraw Hill.
2. Stringer, H., & Rueff, R. (2006). Talent Force: A new manifesto to the human side of business. Prentice hall.
3. Effron, M., & ort, M. (2010). One page talent management: eliminating complexity, adding value. Harvard business press.

## SEMESTER-III

### Paper Code-535

#### EMPLOYEE RELATION AND LABOUR LEGISLATIONS

**Course Outcome:** The objective of this paper is to enable students to understand and apply the principles of IR and develop an environment of industrial peace and harmony and familiarize students with Factory Act-1948 and other regulative legislations.

##### UNIT:-I

Approaches of industrial relations: Unitary, Pluralistic, Radical Approaches, IR system, Concept and Values in IR – Individualism vs. Pluralism, Integrity and trust, fairness and equity, role of state IR

##### UNIT: -II

Trade Unionism & Collective Bargaining: Concept, Function and Structure, Union Registration and Recognition, Trade Unionism in India, Nature, Scope, Stages and Functions of Collective Bargaining, Bargaining Process. Industrial Disputes: Concept, Causes and Types, Procedure for Settlement of Disputes in India, Grievance Management.

##### UNIT: -III

Participative Management: Concept, scope and objectives, workers participation in Indian industries, employee empowerment and involvement, tripartism and employee participation. Industrial Discipline: code of conduct, code of discipline, Disciplinary action, employee counselling. Legal Aspects and employee relations

##### UNIT: -IV

Factories act, 1948, Mines Act 1952, contract labour (Regulation and Abolition) Act, 1970. Trade union Act, 1926, Industrial Employment (standing orders) Act, 1946, industrial Disputes Act, 1947

**UNIT: -V:** Case Analysis relating to subject

##### Course Outcomes

Students will have brief understanding on different approaches of employee relations, Trade Unionism and labour legislations. This paper also develops an idea on application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

##### References Books: -

1. Venkat Ratnam, C.S. (2006) Industrial Relations. Oxford university press
2. Sinha P.R.N., Sinha, I., & Shekhar, S.P. (2009). Industrial Relations, trade unions and labour legislation (4th ed.). Pearson education.
3. Memoria, C.B., Memoria, S., & Gankar, S.V. (2013) Dynamics of Industrial Relations (13th ed.). Himalaya Publishing House.
4. Malik, P.L. (2009). Handbook OF Labour and industrial law (12TH ed.). eastern book company

**SEMESTER-IV**  
**Paper Code-502**  
**STRATEGIC MANAGEMENT**

**F.M- 80**

**COURSE OUTCOMES:** The objective of this paper is to provide students knowledge on business policy and strategy and its implications for management decision making and society

**UNIT:-I**

General Concept: Mission, Objective and strategy, SWOT analysis strategy and product life cycle, comparative displays, design of corporate identity.

**UNIT:-II**

Process of strategy formation: Porter's 5- Bocks model- strategy towards buyers and suppliers, genetic strategies- cost, Difference and focus strategies, market signals and competitor selection, recent development in strategy, core competence, strategic vision, strategic intent, Achieving national competitive advantage.

**UNIT:-III**

Alternative Strategies: Stability and growth strategy, vertical integration and capacity expansion, Division, Diversification, Mergers and acquisition, strategic alliances, Retrenchment Strategy.

**UNIT:-IV**

Implementation of strategy: Implementation variable, organization structure Leadership, Value and aspiration and management: Social Responsibility of Business; Evaluation of corporate strategy.

**UNIT:-V**

Case Analysis relating to subject

**Course Objective:** After studying this paper, a student can get appropriate knowledge and skills to take strategicmanagerial decisions and optimally utilize the resources available

***References Books:-***

1. Michael Porter- Competitive Strategy, Free Press.
2. Ansoff - Corporate Strategy, Pelican.
3. Ansoff- Strategic Management Macmillan.
4. Srivastave- Corporate Strategy and Planning Himalaya.
5. Christenson Andrews, Guth & Porter, Business Policy, Text & Cases, Irwin.
6. Sharpin - Strategic Management, McGraw Hill.
7. Smith, Griman- Dynamic Of competitive Strategy, Stage.

## SEMESTER-IV

### Paper Code-504

## BUSINESS ETHICS AND CORPORATE GOVERNANCE

### Course Objective

F.M-80

The objective of this course is to provide students knowledge on ethical practices in business and governing principles of corporates.

#### UNIT-I

Corporate Ethics: Ethics and Business (Indian and International), Sources Of Ethical Knowledge For Business, Ethics In Business Disciplines, Roots Of Unethical Behavior, Ethical Organization And Decision Making.

#### UNIT-II

Corporate Social Responsibility (CSR): CSR Principles and Strategies, Models Of CSR, CSR Indian And International Perspective. Major Failures in Corporate Governance Indian and International Context.

#### UNIT-III

Conceptual Framework of Corporate Governance: Meaning, Theories Of Corporate Governance, Models Of Corporate Governance, Insider Trading, Rating Agencies And Whistle Blowing, Corporate Governance Reforms Initiatives In India. Indian Model of Corporate Governance: Director, Board Role and Responsibilities, Regulatory Framework of Corporate Governance In India

#### UNIT-IV

Codes And Standards on Corporate Governance: OECD Principles of Corporate Governance, 1999, CACG Guidelines/Principles for Corporate Governance in Commonwealth, 1999, Calpers Global Corporate Governance Principles (USA), 1996, Combined Code Of Best Practices (London Stock Exchange), 1998, Principles Of Good Governance. The Corporation and Public Policies In Governing Business.

#### UNIT-V

Case Analysis relating to subject

**Course Outcome:** This module will help the student understand what is ethics and how to handle issues relating to ethics in business. The students will also learn about the pitfalls which may lead to unethical behavior.

#### *References Books:-*

1. Fernando, A.C.(2010). Business Ethics and Corporate governance. Pearson Education
2. Velasquez, M.G.(2011). Business Ethics : CONCEPT AND CASES(7th ed.). PHI Learning.
3. Gosh, B.N.(2009). Business Ethics and Corporate governance. Tata McGraw Hill
4. Soloman, J.(2011). Corporate governance and accountability(3rd ed.). John wiley and Sons.

**SEMESTER-IV**  
**Paper Code -506**

**ENTREPRENEURSHIP DEVELOPMENT**

**Course Objective:**

**F.M-80**

This course will provide an introduction of Entrepreneurship development and institutional support to entrepreneur

**UNIT-I**

Entrepreneurship; Concept, Characteristic of successful entrepreneur, types, role of entrepreneurship in economic development, Difference between entrepreneur and entrepreneurship, entrepreneur and manager, factor affecting entrepreneurship.

**UNIT-II**

Micro, small and medium entrepreneur; Micro enterprises, small enterprises, medium enterprises, large enterprises, features of small enterprises, importance of small enterprises, Government policies of small enterprises.

**UNIT-III**

Planning for an Industrial unit/ Enterprises; functional plan: marketing plan, marketing research for new venture, identification of business opportunities, criteria for selection of small enterprise, inputs required for setting up a small enterprise for a new entrepreneur, entrepreneurship development, factors affecting entrepreneur growth.

**UNIT-IV**

Enterprise Management; Business: features of business, components of business, Different form of business organization and their characteristics, sole proprietorship: basic characteristics of sole proprietorship, advantages of sole proprietorship, disadvantages, Partnership: basic characteristics of Partnership, types of Partnership, Partnership deed, advantages, disadvantages, kinds of Partnership.

**UNIT-V**

Institutional support to entrepreneur; need for institutional support, specialized institution: SIDBI, SIDO, SSI, IPICOL, IDCO, DRDA.

**Course Outcome**

This paper sensitizes the students to understand entrepreneurship as a career and skill required for it and provide knowledge on entrepreneurial environment and related issues. Finally encourage students to take entrepreneurship as profession and to participate in business incubation

**References Books:-**

1. Entrepreneurship development by Swarup Sahoo, Himalaya Publication House, Mumbai
2. Entrepreneurship by Abha Mathur, Taxman , New Delhi

**SEMESTER-IV**

**Paper Code:508**

**DISSERTATION AND VIVA-VOCE:**

F.M- 100

**COURSE OUTCOMES**

Students will be able to Plan, and engage in, an independent and sustained critical investigation and evaluation of a chosen research topic relevant to environment and society, systematically identify relevant theory and concepts, relate these to appropriate methodologies, apply appropriate techniques and draw appropriate conclusions.

**SEMESTER-IV**

**Paper Code-510**

**SEMINAR AND COMPREHENSIVE VIVA-VOCE:**

F.M- 100

**(A). Seminar:**

Seminar performance will be evaluated by a committee of internal teacher. It will have following components.

- a. Quality of material : 25 marks
- b. Quality of Presentation: 15 marks
- c. Participation: 10 marks

Total: 50 marks

**(B). Comprehensive viva-voce:**

- a. This shall be done by a committee of teacher with participation of an external expert from an institution/ industry of repute.
- b. The chairman of the committee shall forward the score within the prescribed data to the university. He / she shall also maintain all record for inspection by the university for least a semester.
- c. Minimum score for a pass in viva-voce is 50 percent of the marks allotted for this.
- d. Total marks allotted for this is 50.



**SEMESTER-IV**  
**MARKETING MANAGEMENT GROUP**

**Paper Code-512**

**SALES AND DISTRIBUTION MANAGEEMNT**

**F.M- 80**

**Course Objective:** The objective of this paper is to provide students knowledge on sales and distribution strategies and their implications in managerial decision making

**UNIT:-I**

Management of sales force - requirement, selection, training motivation & compensation of sales force.

**UNIT: -II**

Control evaluation of sales force, sales quotas, sales territories, forms of sale organization.

**UNIT: -III**

Distribution Management: Channel Behavior & organization, channel design decision, channel management decision.

**UNIT: -IV**

Physical Distribution- Nature, objective, warehousing, inventory & Transportation Management

**UNIT: -V**

Case Analysis relating to subject

**COURSE OUTCOMES**

Students will able to find out distinguish importance of services marketing in the global, evaluate, classify, imagine and plan the successful service marketing. Learners also analyze the challenges and opportunities before the marketing of services and to develop the suitable marketing mix .

***References Books: -***

1. Still Candiff & Govoni- Sales Management Decisions, Strategies & cases.
2. Rolph E. Ehderson, Joseph F. Fair & Alan J Bush- professional sales management.
3. Albert Dumm & Eugeri, Johnson- Managing your sales term
4. Sterms, Foster & woodside- Marketing Channels, system & strategies.

## SEMESTER-I

### Paper Code-514

#### INTERNATIONAL MARKETING

**Course Objective:** The objective of this paper is to provide students knowledge on international marketing strategies and their managerial implications.

##### UNIT:-I

International marketing: nature & scope, international Vs. Domestic Marketing, Global Marketing Environment.

##### UNIT:-II

Product Planning & Pricing for Export, Overseas Distribution & Promoting Product Globally.

##### UNIT:-III

Export: Import Policy, role of regional economic grouping- EEC, UNCTAD, WTO.

##### UNIT:-IV

Export: Documentation & Procedure, Role of state trading corporation export promotion council.

##### UNIT:-V

Case Analysis relating to subject

##### **Course Outcome**

The course participants will become more familiar with the nature and practices of international marketing. They should feel equally confident to be able to distinguish international marketing mechanics from the domestic marketing models and approaches.

##### ***References Books: -***

1. International marketing with power web by Philip R. Cateora, John Graham, Hardcover, Publisher: McGraw-Hill/Irwin.
2. Global marketing(3<sup>rd</sup> Edition) by warren J. Keegan, Mark Green, Publisher: Prentice Hall
3. Global Marketing Management by Masaaki Kotabe, Kristiaan Helsen, Publisher: Wiley.

**SEMESTER-IV**  
**FINANCIAL MANAGEMENT GROUP**  
**Paper Code-522**

**WORKING CAPITAL MANAGEEMNT**

F.M- 80

**Course Objective:**

This course will provide a clear picture on components of working capital and techniques of their management.

**UNIT:-I**

Working capital management: Introduction, Determinants of working capital. Operating Cycle, working capital estimation, determining financing Mix Financing Current Asset.

**UNIT: -II**

Cash Management: Motives of Holding Cash, Objective of cash management, Cash budget, Cash Management Models.

**UNIT: -III**

Receivable Management: Introduction, Objective, Credit Policies, Credit terms, Collection policies, Monitoring and control of Receivable.

**UNIT: -IV**

Inventory Management: Introduction, objectives, need to hold inventories, Inventory Management Techniques, inventory pricing and financing.

**UNIT: -V**

Case Analysis relating to subject

**COURSE OUTCOMES**

After completion of this paper students will become more familiar with determinants of working capital and techniques of managing the components of working capital.

**References Books: -**

1. V.K Bhalla- Working capital Management, Anmol Publications, New Delhi.
2. I. M. Pandey- Financial management, Vikas Publishing House, New Delhi.
3. Prasanna Chandra- Financial management, Prentice Hall, New Delhi.
4. Hill And Sartoris- Short Term Financial Management, Prentice Hall, New Delhi.

**SEMESTER-IV**

**Paper Code-524**

**INTERNATIONAL FINANCE**

F.M- 80

**Course Outcomes** The purpose is to acquaint the students with basic understanding of International Finance, Balance of payment and foreign exchange market .

**UNIT-I**

Meaning and nature of International Finance, Importance of International Finance, Difference Between International Financial management and Domestic financial Management, Recent Challenges International Financial management.

**UNIT-II**

Concept of Risk and Return, Types of Risk, Causes of Risk, Foreign Exchange Risk and Exposure, Exposure Management Constraints, Managing Economic Exposure.

**UNIT-III**

Balance of Payment, Meaning, Concepts, Importance of Balance of payment of India.

**UNIT-IV**

Foreign Exchange Market, Meaning and features, Function Factors affecting Foreign Exchange Market, Futures, Swaps.

**UNIT-V**

Case Analysis relating to subject

**COURSE OUTCOMES**

Students will have through understanding on Challenges International Financial management. Importance of Balance of payment and Foreign Exchange Market. Also develops the students to invent improved solution in complexities of managing finance of multinational firm.

***References Books:-***

1. Shapiro- Multinational Financial Management
2. Giddy- Global Financial Market.
3. Devid F. Derosa- Mangeing Exchange Risk.

## SEMESTER-IV

### Paper Code-532

#### HUMAN RESOURCE DEVELOPMENT

F.M-80

**Course objective:** The students will know the concept of Human Resource Development system, meaning, importance of HRD, Mechanism, processes, Instruments and out-comes including the HRD strategy.

#### UNIT:-I

Concept and objective of Human Resource Development, HRD Matrix, HRD climate, elements and measurement of HRD climate, workers development: objective, HRD as a system, HRD- A function, quality circle- A tool for worker development, job enrichment.

#### UNIT:-II

Line Manager and HRD, The supervisor and HR, motivation aspects of HRD practices in India with reference to manufacturing and service sectors- SAIL and State Bank of India.

#### UNIT:-III

Importance of training and management development- Its need and objectives in organization, method of determining training, Learning and learning theories, techniques of management development- job rotation under study methods case study, incident method, role playing in basket exercise, management game & T- Group Training.

#### UNIT:-IV

Performance appraisal: its objective, uses and methods, management by objectives (MBO), potential Appraisal, performance appraisal in selected organization (SAIL, NALCO).

#### UNIT:-V

Case Analysis relating to subject

**Course Outcome:** Course creates an understanding on the role human resource development (HRD) on all the human resource activities of an organization, provides knowledge on the process of formulating and implementing organizational strategy for the development of talent. This course enables the students to cover the essential concepts in training and development and build a sound foundation for understanding the key issues.

#### **References Books: -**

1. U. Pareek and T.V. Rao, Designing and Managing human Resources System.
2. Lynton and Pareek, Training and Development.
3. R. Rayagopal, Human Resources Development.
4. S. Managaraj, Human Resources Development Practices.
5. T.V. Rao and K.K. Verma, Alternative Approaches and Strategies of HRD.
6. Arun Monnappa, Industrial Relation, TMH.

**SEMESTER-IV**  
**Paper Code-534**

**EMPLOYEE COMPENSATION AND SOCIAL SECURITY**      **F.M- 80**

**Course Objective** To promote understanding of concept issues relating to compensation and to impart skills to design reward management systems, policies and strategies and familiarize the students with wage and social security legislations.

**UNIT-1**

Introduction: Conceptual Framework of Compensation Management, components of Compensation, concept of wages- minimum wages, fair wages, living wages and CTC, theories of wages, job evaluation, compensation of macro level: wage and salary administration, wage differentials, wage fixation, method of wage determination in India

**UNIT-II**

Compensation at Micro level: Compensation practices of multinational and global organizations, incentive-based pay systems, Executive Compensation practices of MNCs. Employee Compensation and performance linked Compensation: employee Compensation, incentive payment, types of incentive plans

**UNIT-III**

Minimum wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Equal remuneration Act, 1976

**UNIT-IV**

Workmen's Compensation Act, 1923, Employees state Insurance Act, 1948, Employees provident funds and (Miscellaneous Provisions) Act, 1952, Payment of gratuity Act 1972, Maternity Benefit Act, 1961

**UNIT-V**

Case Analysis relating to subject

**Course Outcome**

This course promotes understanding on issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations. This course also provides an understanding of the theoretical, applied and legal aspects of employee compensation and social security with special reference to India

**References Books:-**

1. Milkovich, G.T., Newman, J.M., & Gerhart, B.A. (2010). Compensation (10TH ed.). Tata McGraw Hill.
2. Martocchio, J.J., (2014). Strategic Compensation (7th ed.). Pearson Education
3. Henderson, R.I., (2006). Compensation MANAGEMENT in a knowledge based world (10th ed.). Pearson Education
4. Malik, P.L. (2013). Handbook of labour and industrial law (15th ed.). Eastern book company.