

# Academic Regulations & Syllabus

**With Effect from 2017 Admission Batch**

**INTEGRATED MBA PROGRAMME**  
(5 year Integrated Course under CBCS Semester System)



**DEPARTMENT OF BUSINESS ADMINISTRATION**  
Utkal University, Vani Vihar  
Bhubaneswar-751004

## **Program Specific Objectives**

The BBA + MBA (Integrated) program is spread over 10 semesters, leading to a post graduate degree in MBA. It is an integrated program specially designed for 10 + 2 students, who wish to develop managerial skills. The course is tailor made to suit the needs of industry.

The Program Specific Objectives (PSOs) of the program are:

1. To Develop integrated skills
2. To Increase cognitive skills in the fields of emerging knowledge and industry requirements
3. To enhance placement opportunities
4. Provide opportunity to specialize in various management areas such as Marketing, Finance, Human Resource Management, Manufacturing and Operations Management, Information and Communication Technology Management during the MBA part of the programme.
5. To facilitate the development of students to take up growing challenges and implement viable, ethically correct, and socially acceptable solution.

## **Program Outcomes (POs) – BBA level**

The students of BBA (Integrated) program at the time of graduation will be able to:

1. An ability to communicate effectively, both in writing and orally
2. An ability to apply current techniques, innovative skills and theories necessary for managerial practice
3. An ability to demonstrate a critical awareness of contemporary issues in business and management which is educated by leading edged research and management practice in the field.
4. Ability to act with an informed awareness of social issues and contribute in civic life through volunteering.
5. Apply conceptual business foundations to solve practical decision making problems by using case analysis, projects and assignments.

## **Program Outcomes (POs) – MBA Level**

The students of MBA (Integrated) program at the time of post - graduation will be able to:

1. An ability to develop a systematic understanding of globalization and its impact on businesses, society, nation and economy.
2. Ability to engage in continuing professional development and life-long learning. An integrated knowledge of and demonstrated ability to perform a management professionals and will be prepared for continued learning throughout the career.
3. An ability to recognize the significance of professional development and entrepreneurial potential.



## REGULATIONS

### 1. The Preamble:

The Integrated Master of Business Administration (IMBA) Programme, under CBCS, a dual degree five year integrated full-time professional Degree Programme, shall have ten semesters. After successful completion of first six semesters, Bachelor of Business Administration with Honours [BBA (Hons.)] Degree will be awarded with Distinction to qualified students. Further, Master of Business Administration (MBA) Degree shall be awarded after completion of the last four semesters (i.e. 7th to 10th Semesters) of the programme.

### 2. Duration:

The duration of the programme shall be 5 years with 10 semesters. Odd semester is from July to December (i.e. 1st, 3rd, 5th, 7th, 9th semester) and even semester is from January to May (i.e. 2nd, 4th, 6th, 8th, 10<sup>th</sup> semester). The examination shall be held tentatively in the month of December and May for odd and even semesters respectively.

### 3. Number of Papers (Semester wise):

During the course a student has to take the following papers with marks along with their respective credits as given below.

Semester	No. of Papers	Credit	Marks
I	4	16	400
II	4	16	400
III	5	20	500
IV	5	20	500
V	5	20	500
VI	5	20	500
VII	8	32	800
VIII	8	32	800 *
IX	7	32	800 *
X	7	32	800 *
<b>TOTAL</b>	<b>58</b>	<b>240</b>	<b>6000</b>

\* Out of the eight papers, four papers in 8th Semester and out of the seven papers, four papers in 9th & 10th Semester respectively are electives (two papers from two groups) and all the other papers will be compulsory.

#### 4. Eligibility Criteria for Admission:

The candidate should have passed +2 Examination of C.H.S.E., Odisha or its equivalent in any discipline with minimum 45% marks in aggregate. The selection will be based on the career and written test with equal weightage. The career marks shall be awarded on the basis as follows

Particulars	1 <sup>st</sup> Division	2 <sup>nd</sup> Division	3 <sup>rd</sup> Division
10 <sup>th</sup> and equivalent	32	24	15
+2 and equivalent	18	15	07

#### 5. Lateral Entry Provision:

There shall be a provision for lateral entry into IMBA Programme in 7<sup>th</sup> Semester against vacant seats. The lateral entry shall be made through an entrance process same as followed in MBA (Regular) Programme from among the BBA students only.

#### 6. Attendance:

A student has to attend a minimum of 75% of classes in a Semester to be permitted to sit for the semester examination. However, a student with 60% of attendance would be permitted for end semester examination with submission of a medical certificate.

#### 7. Classes:

There will be approximately 40 classes of one hour duration for each 100 marks paper in a semester.

#### 8. Examination:

A paper having no practical shall consist of three components as:

- |  |     |
|--|-----|
| (i) Mid-Semester Exam.   | 20% |
| (ii) End-Semester Exam.  | 70% |
| (iii) Continuous evaluation in terms of Class tests, Quizzes, Class participation etc. | 10% |

The papers having practical examinations shall consist of three components as:

- |                                  |     |
|----------------------------------|-----|
| (i) Mid-Semester Exam. (Theory)  | 20% |
| (ii) End-Semester Exam. (Theory) | 50% |
| (iii) Practical Exam.            | 30% |

A candidate has to secure at least 40% marks both in theory and practical separately to pass the paper and 50% in aggregate in order to pass the examination. The class/division will be awarded on the average performance of the candidate in the first six semesters for BBA (Hons.) and in the last four Semesters for MBA degree as follows:



Particulars	For BBA	For MBA
50% , but less than 60%	2nd Class (Hons)	2nd Class
60% and above	1st Class (Hons.)	1st Class

Students securing 50% marks in aggregate in first six semesters in first attempt shall be awarded Distinction at BBA (Hons.) examination. Distinction will not be awarded to candidates with back papers. There shall be no provision for third class. A student securing less than 40% in any paper shall be required to sit for the said paper twice within two next consecutive end-term examinations. However, if a candidate has failed in aggregate, he/ she shall have the option of appearing either in all papers or in specified paper (s) of his/ her choice. His/ her Class test and Mid-term marks will remain valid. A student would be required to complete the course within eight academic years from the date of admission.

A student seeking admission into MBA Programme shall have to pass the BBA (Hons.) Examinations. However, candidates having back paper(s) have to clear them before getting admission into MBA Programme. In such cases, the admission shall be beyond the sanctioned strength.

### Special Examination:

If a candidate fails to clear the paper(s), in two repeat chances, he/ she has to sit for a special examination (one chance). In that case his/ her previous Mid-term, Class test and End-term marks of all papers in that semester will be cancelled. He/ she will have to reappear at all components (class test, midterm test and end term test) again for all the papers in that semester. No more chances will be allowed to a student if he/ she fails in the special examination. His/ her studentship will be cancelled.

### Hard Case Rule:

- 2% of grace mark subject to maximum of 5 (five) marks in single paper shall be given to pass in a semester. This shall be applicable in each semester.  
(\* maximum 8 mark out of total 400 and 10 mark out of 500 per semester)
- Maximum 0.5 (point five percent) grace mark ( 2 marks) can be given for award of 'C' Grade in 6th semester in aggregate of Hons. Papers (Core). This will not affect the distinction of the candidates. Provided the candidate has not availed grace mark under Clause –(a).
- Maximum 0.5 (point five percent) grace mark ( 2 marks) can be given for award of 'B' Grade in 6th semester in aggregate of Hons. Papers (Core). This will not affect the distinction of the candidates. Provided the candidate has not availed grace mark under Clause – (a).

## 9. Evaluation process:

### (i) Valuation System:

The semester system of examination will have internal system of valuation with a Conducting Board to pass the result.

### (ii) Class Tests/ Quizzes/ Presentation:

There shall be class tests/ quizzes/ presentation etc. for each paper carrying maximum of 10 marks.

### (iii) Mid Semester Examination:

The duration of the examination will be of one hour and maximum marks will be 20 marks in a paper. The concerned faculty member should ensure that the coverage prior to mid-term examination is minimum first and second module of the paper and the questions will be set from the covered modules. The questions will be set in such a manner that to answer them, knowledge of both the modules will be required. If a candidate fails to appear or failed in the mid-term examination, with the permission of the concerned course teacher he/ she can appear at the compensatory mid-term examination before the end semester examination. This would be held once only.

### (iv) End Semester Examination:

The end semester examination will be held on consecutive days. There will be one sitting per day. The duration of the examination will be 3 hours for a 70 marks in a paper.

### (v) Question Paper Setting:

The question paper should be set in such a manner that:

- a) The question paper should cover all the modules.
- b) 20% of the question should be set from the first two modules (covered till mid-term exam.).
- c) 60% of the question should be set from the last three modules (covered after mid-term exam.).
- d) 20% for case study/ situational Analysis shall be included in each paper.
- e) The question paper shall have two parts (i.e. PART–A and PART–B)

**PART – A** will have 10 short questions carrying two marks each (i.e.  $2 \times 10 = 20$ ) to be answered within 50 words.



**PART – B** will have 5 questions; two from each unit one being alter native to other carrying ten marks each (i.e.  $10 \times 5 = 50$ ) to be answered within 4 00 words. The long answer questions should include questions with varying difficulty levels.

The questions for all the examinations shall be set by the faculty member teaching the subject. He/ she will be required to submit 2 sets of questions to the Chairman of the Board of Moderators. The Moderation Board shall consist of three members from the Department of Business Administration as appointed by Board of Studies. There will be two moderation Boards, i.e., one for odd semesters (1, 3, 5, 7, 9) and one for even semesters (2, 4, 6, 8, 10).

**(vi) Summer Training Report, Presentation and Viva-voce (in 9th Semester):**

At the end of 8th Semester, a student has to undergo Summer Training during the month of May - June in an organization for 6 to 8 weeks to gain practical insight into the real life business environment. During the summer training he/ she will work under the supervision of a company executive. After the completion of the training the student is required to work under the guidance of a faculty member of the department to prepare a report. The report shall be evaluated out of 200 marks by both internal and external examiners, i.e., the mark shall be awarded by averaging the marks given by both the examiners. The weightage shall be 50% on the report and the rest 50% on presentation and viva-voce.

**(vii) Dissertation, Presentation and Viva-voce (in 6<sup>th</sup> & 10<sup>th</sup> Semester):**

During the 6th semester, each student will be required to prepare a dissertation on any topic/ problem of his/ her interest under the guidance of a faculty member. The dissertation shall be evaluated for 70 marks and leaving 30 mark for presentation & viva voce examination.

Similarly, during the 10th semester, each student is required to prepare a dissertation on any topic/ problem of his/ her interest under the guidance of a faculty member. The dissertation shall be evaluated for 140 marks and leaving 60 mark for presentation & viva voce examination.

The written part of the dissertation will be evaluated by the internal as well as external examiners separately and the viva voce will be conducted by external and internal examiners jointly. Absence in the viva will amount to failure in that paper.

**Grading System:**

Grade Mark Secured from 100 Points

Outstanding	'O'	100-90	10
Excellent	'E'	89-80	9
Very Good	'A'	79-70	8
Good	'B'	69-60	7
Fair	'C'	59-50	6
Failed	'F'	Below 50	0

A Candidate has to secure 40% or above to pass in each of the Papers

A transitory letter grade I (carrying points 2) shall be introduced for cases where the results are incomplete. This grade shall automatically be converted into appropriate grade(s) as and when the results are complete.

A student's level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as:

SGPA - Semester Grade Point Average

CGPA - Cumulative Grade Point Average

(a) POINT - Integer equivalent of each letter grade

(b) CREDIT - Integer signifying the relative emphasis of individual course item(s) in a semester as indicated by the Course structure and syllabus.

CREDIT POINT - (b) X (a) for each course item

CREDIT INDEX -  $\sum \text{CREDIT POINT of course items}$

GRADE POINT AVERAGE -  $\frac{\text{CREDIT INDEX}}{\sum \text{CREDIT}}$

SEMESTER GRADE POINT AVERAGE (SGPA) =  $\frac{\text{CREDIT POINT for a Semester}}{\sum \text{CREDIT}}$

CUMULATIVE GRADE POINT AVERAGE =  $\frac{\text{CREDIT INDEX of all previous semester upto a semester}}{\sum \text{CREDIT}}$

In addition to the grade points, marks / percentage would also be awarded and shall also be reflected in the Mark Sheet.

The regulation is subject to modification as and when necessary. The Syllabus shall remain valid from 2017 Admission Batch onwards. This Regulation will supersede all previous regulations.





**COURSES OF STUDIES FOR IMBA PROGRAMME****(Effective From 2017 Admission Batch)****Dept. of Business Administration, Utkal University****1st Semester**

<b>Code</b>	<b>Subject</b>	<b>Credit</b>	<b>Marks</b>
101	Business Organization and Management	4	100
102	English Language and Literature	4	100
103	Business Mathematics and Statistics	4	100
104	Financial Accounting for Managers	4	100

**2nd Semester**

<b>Code</b>	<b>Subject</b>	<b>Credit</b>	<b>Marks</b>
201	Business Economics	4	100
202	Principles and Practice of Management	4	100
203	Cost and Management Accounting	4	100
204	Managerial Computing	4	100

**3rd Semester**

<b>Code</b>	<b>Subject</b>	<b>Credit</b>	<b>Marks</b>
301	Principles of Banking and Insurance	4	100
302	Psychology for Management	4	100
303	Business Ethics and Corporate Governance	4	100
304	Legal Aspects of Management	4	100
305	Communicative English	4	100

**4th Semester**

<b>Code</b>	<b>Subject</b>	<b>Credit</b>	<b>Marks</b>
401	Financial Management	4	100
402	Marketing Management	4	100
403	Human Resources Management	4	100
404	Operations Management	4	100
405	Environmental Studies	4	100

**5th Semester**

<b>Code</b>	<b>Subject</b>	<b>Credit</b>	<b>Marks</b>
501	Organizational Behavior	4	100
502	Financial Markets and Institutions	4	100
503	Advertisement and Sales Promotion	4	100
504	Management Information System	4	100
505	Organizational Change and Development	4	100

### 6th Semester

Code	Subject	Credit	Marks
601	Entrepreneurship and Small Business Management	4	100
602	Business Research Methods	4	100
603	Indian Society and Culture	4	100
604	E – Business	4	100
605	Dissertation and Viva- Voce	4	100

\*A student shall not take admission into 7th Semester unless and until he/ she has cleared the 6th Semester .

### 7th Semester

Code	Subject	Credit	Marks
701	Economic Analysis for Decision Making	4	100
702	Business Environment and Sustainable Development	4	100
703	International Trade and Business	4	100
704	Human Resources Planning and Development	4	100
705	Financial Accounting for Decision Making	4	100
706	Statistical Methods for Data Analysis	4	100
707	Relational Database Management System	4	100
708	B2B Marketing	4	100

### 8th Semester

Code	Specialization	Subject	Credit	Marks
801		Operation Research	4	100
802		Enterprise Resource Planning	4	100
803		Retail Management	4	100
804		Strategic Financial Management	4	100
FM-805	Finance	Working Capital Policies and Strategies	4	100
FM-806		Merchant Banking and Financial Services	4	100
MM-805	Marketing	Consumer Behavior	4	100
MM-806		Sales and Distribution Management	4	100
HRM-805	HRM	Compensation Management	4	100
HRM-806		Industrial Relations	4	100
OM-805	Operations	Service Operations Management	4	100
OM-806		Supply Chain Management	4	100
SYS-805	System	Object Oriented Modeling and Design	4	100
SYS-806		Data Communications	4	100

\*Students have to undergo for summer internship programme after completion of 8th Semester.

**9th Semester**

Code	Specialization	Subject	Credit	Marks
901		Business Policy and Strategic Management	4	100
902		Project Management	4	100
903		Summer Training Report , Presentation and Viva-Voce	8	200
FM-904	Finance	Investment Analysis and Equity Research	4	100
FM-905		Financial Derivatives and Risk Management	4	100
MM-904	Marketing	Product and Brand Management	4	100
MM-905		Service Marketing	4	100
HRM-904	HRM	Managing Employee Relations and Related Laws	4	100
HRM-905		Performance Management	4	100
OM-904	Operations	Advanced Operations Research	4	100
OM-905		Technology Management	4	100
SYS-904	System	Software Engineering	4	100
SYS-905		Information Security and Cyber Law	4	100

**10th Semester**

Code	Specialization	Subject	Credit	Marks
1001		Corporate Tax Planning and Management	4	100
1002		System Analysis and Design	4	100
1003		Dissertation Presentation and Viva -Voce	8	200
FM-1004	Finance	Mutual Fund and Portfolio Management	4	100
FM-1005		International Finance	4	100
MM-1004	Marketing	Rural and Agricultural Marketing	4	100
MM-1005		International Marketing	4	100
HRM-1004	HRM	Management of Training and Development	4	100
HRM-1005		International Human Resource Management	4	100
OM-1004	Operations	Purchasing and Materials Management	4	100
OM-1005		Total Quality Management	4	100
SYS-1004	System	Advanced Data Base Management System	4	100
SYS-1005		Networking Management	4	100

\*Students have to prepare a dissertation after the completion of 9th Semester.





<b>101 – BUSINESS ORGANIZATION AND MANAGEMENT</b>	
<b>Objective:</b> To impart the students an understanding about business concepts with a view to prepare them for facing the emerging challenges of managing business.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to have an idea about the fundamentals of the business environment, organisational theory and marketing, including capacity to recognise and use relevant terminology underlying diversity within an organisation which will create confidence for team work in a organisation.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Concepts in Business :</b> Introduction to Occupation , Meaning and Definition of Business, Compare and Contrast between Business, Profession and Employment , Nature, Scope and Objectives of Business, Functions of Business, Essentials of a Successful Business, Qualities of a Successful Businessman, Modern Business Environment , Business Process, Vision & Mission, Strategies, Policies, Procedure, Programs and Budgets.
<b>MODULE – II</b>	<b>Forms of Business Organizations (Part – I):</b> <b>a) Sole Proprietorship:</b> Meaning and Definition, Features, Merits and Demerits, Suitability. <b>b) Hindu Undivided Family:</b> Meaning and Definition, Features, Merits and Demerits, Suitability. <b>c) Partnership:</b> Meaning and Definition , Characteristics, Merits and Demerits, Suitability, Kinds of Partners, Kinds of Partnership Firms, Requisites of an Ideal Partnership Firm, Partnership Deed, Registration of Partnership Firms, Dissolution of Partnership Firms.
<b>MODULE – III</b>	<b>Forms of Business Organizations (Part – II):</b> <b>a) Joint Stock Company (As per Companies Act 1956 and Amendment Act 2013) :</b> Meaning and Definition, Characteristics, Merits and Demerits, Types of Companies, Distinction between Private and Public Company, Statutory Corporations, Privileges of a Private Company form of Business Organization, Formation of a Company. <b>b) Cooperative Societies:</b> Meaning and Definition, Characteristics of Cooperative Organization, Merits and Demerits, Formation of Cooperatives, Suitability, Types of Cooperatives, Distinction between Company and Cooperative Societies. <b>c) Public Enterprises:</b> Meaning and Definition, Need, Features, Objectives, Problems and Shortcomings of Public Sector form of Organization and Management of Public Enterprises.
<b>MODULE – IV</b>	<b>Business and Government:</b> Location of Business, Factors affecting Location, Government Policy on Industrial Location, Size of the Business, Measurement of Size, Factors affecting the Size of the Firm, Optimum Firm, Large Firm, Small Firm, Sources of Finance, Long Term and Short Term Sources, Social Responsibilities of Business, Arguments in Favour and Against Social Responsibilities, Criteria for Determining the Social Responsibilities of Business, Reasons for accepting the Social Responsibilities, Areas of Social Responsibilities.
<b>MODULE – V</b>	<b>Choice of Form of Business Organization and Organizational Structure:</b> Meaning and Definition, Characteristics of an Ideal Form of Business Organization, Factors Determining the Choice of Business Organization, Formal and Informal Organizations, Principles Underlying Designing of a Structure, Line and Staff Organization.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. S.A. Sherlekar: Business Organization &amp; Management – (HPH).</li> <li>2. J.P. Mahajan: Modern Business Organization – (HPH).</li> <li>3. C.R. Basu: Business and Organization – (TMH).</li> <li>4. Y.K. Bhushan: Business Organization &amp; Management – (Sultan Chand).</li> <li>5. Das, Sahoo &amp; Das: Introduction to Business – (SM).</li> <li>6. Satyaranjan and Parthasarathi: Management: Text &amp; Cases – (PHI).</li> </ol>



<b>102 – ENGLISH LANGUAGE AND LITERATURE</b>	
<i><b>Objective:</b> To equip the students of the subject about life's lessons of great people and their findings that may have immense relevance to influence them to see life through prisms of realism.</i>	
<i><b>Outcome:</b> After successful completion of this course, the student will be able to express themselves effectively in a variety of forms, support interpretive claims about a variety of texts, identify the salient features of literary texts from a broad range of English and American literary periods, employ knowledge of literary traditions to produce imaginative writing and use research to assist in problem-solving.</i>	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	I. <b>Francis Bacon:</b> Of Studies, Of Revenge. II. <b>A.G. Gardiner:</b> On Super stition, On the Rule of the Road. III. <b>G. B. Shaw:</b> Spoken English. IV. <b>A.C. Benson :</b> The Pleasur e of Work.
<b>MODULE–II</b>	I. <b>Bertrand Russell:</b> Science and Human Life. II. <b>Winston Churchill:</b> A Fugitive Seeks Refuge. III. <b>George Santayana:</b> War. IV. <b>Robert Lynd:</b> Pleasure of Ignorance.
<b>MODULE–III</b>	I. <b>Hellen Keller:</b> Three Days to See. II. <b>S. Radhakrishnan:</b> Science as a Habit of Mind. III. <b>G.K. Chesterton:</b> Worship of the Wealthy. IV. <b>William Hazlitt:</b> On Feeling of Immortality in Youth.
<b>MODULE–IV</b>	I. <b>Tai Solarin:</b> True Purpose of Life. II. <b>K.M. Munshi:</b> Culture. III. <b>Aldous Huxley:</b> Pleasures. IV. <b>Ecology :</b> Our Environment( Life Nature Library) .
<b>MODULE–V</b>	The essays shall be studied exhaustively, synthesis of ideas, reading between the lines, theme and life's learning, vocabulary, grammar, critical text analysis, comprehension and composition, as well as paragraph building outside the prescribed text .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/or presentation.)</i>
<b>Suggested Readings:</b>	1. Subhendu Mund: Zest of Life – (Prachi Prakashan). 2. Susanta K. Sinha: English Essayists – (OUP).



<b>103 – BUSINESS MATHEMATICS AND STATISTICS</b>	
<i><b>Objective:</b> To make the students familiar with some basic mathematical and statistical techniques and their applications in business decision making.</i>	
<i><b>Outcome :</b> After successful completion of this course, the student will be able to describe data and make evidence based decisions using inferential statistics and mathematical model, that are based on well-reasoned statistical arguments and apply their repertoire of mathematical and statistical tools and techniques to a variety of business contexts. Students are able Interpret the results of mathematical calculations and statistical analyses, and use them to inform decision-making.</i>	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<p><b>Matrices:</b> Matrices, Types, Algebra of Matrices, Multiplication, Transpose, Elementary Operations, Echelon Form, System of Linear Equations, and Inverse of Matrix, Eigen Value, and Eigen Vector.</p> <p><b>Determinant:</b> Determinant of Order One, Two, Three, Four Properties, Multiplication of Two Determinants, Minors &amp; Co factors , Solution of System of Linear Equations , Cramers Rule.</p>
<b>MODULE – II</b>	<p><b>Differential Calculus:</b> Functions and their Applications, Limits and Continuity, H- Method, Expansion Method, Continuous Function, Algebra of Differentiable Functions , Differential Coefficient of Standard Functions, Chain Rule, Inverse Trigonometric Functions, Parametric Differentiation , Logarithmic Differentiation, Leibnitz Theorem.</p> <p><b>Integral Calculus:</b> Definition, Properties, Definite Integral , Method of Integration, Six Important Integrals, Integration by Parts, Integration of Rational Functions.</p> <p><b>Maxima and Minima:</b> Definition, Theorem, Point of Inflection, Stationary Point and Stationary Value , Rules for Determining Maxima and Minima.</p>
<b>MODULE – III</b>	<p><b>Statistical Methods:</b> Definition, History, Growth, Function, Scope and Limitations of Statistics, Distrust of Statistics.</p> <p><b>Data Analysis:</b> Types of Data, Qualitative Data, Quantitative Data , Frequency Distributions, Data Representation, Histogram , Frequency Polygon, Ogive , Measures of Central Tendency, Mean, Median, Mode, Quartiles, Percentiles, Deciles, Measures of Dispersion, Range, Mean Deviation, Standard Deviation, Variance , Skewness, Moments, Kurtosis .</p>
<b>MODULE – IV</b>	<p><b>Basic Concepts of Probability:</b> Definition, Use, Terminology, Classical Approach and its Limitations, Axiomatic Approach, Sample Space and Events , Addition and Multiplication Rules, Application of Permutation and Combination, Conditional Probability, Independent Events, Independent Trials, Baye’s Theorem .</p> <p><b>Discrete Random Variable :</b> Random Variable, Mathematical Expectation, Probability Mass Function, Probability Distribution of Random Variable , First Four Central Moments of Bernoulli, Binomial and Poisson Distribution , Bivariate Probability Distribution , Addition &amp; Multiplication Laws of Expectation, Variance of Sum of Random Variables.</p> <p><b>Continuous Random Variable:</b> Mathematical Expectation, Probability Density Function, First Four Central Moments of Normal Distribution, Properties and Application.</p>
<b>MODULE – V</b>	<p><b>Time Series:</b> Definition, Characteristics, Purpose &amp; Uses, Secular Trend, Seasonal Variation, Cyclical Variation, Irregular Variation , Measurement of Trend , Measurement of Seasonal Variation .</p> <p><b>Index Number:</b> Definition, Purpose &amp; Uses, Limitations, Basic Principles and Problems in Construction, Classification, Price, Quantity, Value, Special Purpose Index Numbers , Tests of Index Numbers , Chain Index, Splicing and Base Shifting, Deflating Prices, Cost of Living Index Number , WPI.</p>
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. A.K.P.C.Swain: A First Course in Statistics – (Kalyani).</li> <li>2. Anderson: Statistics for Business and Economics –(Cengage).</li> <li>3. Levin &amp; Rubin: Statistics for Management – (Pearson).</li> <li>4. Khanna &amp; Bhambri: Business Mathematics –(Vikas).</li> <li>5. P.K.Mohanty &amp; S.K.Patel: Basic Statistics –(Scientific).</li> </ol>



<b>104 – FINANCIAL ACCOUNTING FOR MANAGERS</b>	
<b>Objective :</b> To enable students in understanding accounting principles, process, and policies used for preparing financial statements.	
<b>Outcome :</b> After successful completion of this course, the student will be able to differentiate financial and non-financial events, Identifies accounts, Classify accounts and able to record financial operations, report about financial information, s prepare balance sheet and Income Statement and analyse and interpret of financial information 's and results.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<p><b>Meaning and Scope of Accounting:</b> Introduction, Need, Objectives and Functions of Accounting, Accounting – The Language of Business, Book Keeping and Accounting, External and Internal users of Accounting Information, Branches of Accounting, Advantages and Limitations of Financial Accounting.</p> <p><b>Accounting Principles:</b> Fundamental Accounting Assumptions and Policies (Concepts and Conventions).</p> <p><b>Accounting Transactions:</b> Accounting Cycle, Classification of Accounts , Analysis and Recording of Business Transactions, Journal, Rules of Journalizing, Ledger Posting, Preparation of Trial balance.</p>
<b>MODULE – II</b>	<p><b>Completion of Accounting Process:</b> Sub division of Journal, Preparation of Cash Book and Bank Reconciliation Statement, Err ors, Class ifications and their rectifications.</p> <p><b>Capital and Revenue:</b> Classification of Income and Expenditure, Classification of Receipts, Profit-Loss.</p>
<b>MODULE – III</b>	<p><b>Depreciati on, Provision and Reserves:</b> Concept of Depreciation, Causes, Factors affecting Depreciation, Difference between Depletion, Amortization and Dilapidation, Accounting for Depreciation, Provision and R eserves.</p>
<b>MODULE – IV</b>	<p><b>Final Accounts:</b> Understand ing and Prepar ation of Income Statement, Balance Sheet without Adjustments and with Adjustments, Understanding Company Final Accounts and Schedules.</p>
<b>MODULE – V</b>	<p><b>Share Capital and Loan Capital:</b> Understanding Company Accounts , Issue, Forfeitur e and Reissue of Forfeited Shares, Issue and Redemption of debentures.</p>
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both written and/ or pre sentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. S.P. Jain, K.L. Narang: Financial Accounting –(Kalyani).</li> <li>2. T.S. Grewal: Introduction to Acc ountancy – (S. Chand).</li> <li>3. Bal, Sahu &amp; Das: A New pp roach to Accounting – (S.Chand &amp; Co).</li> <li>4. Satpath y &amp; Sahoo: Financial &amp; Management Accounting – (Vrinda).</li> <li>5. Sehgal &amp; Sehgal: Funda mentals of Financial Accounting – (Taxman).</li> <li>6. Narayanswamy: Financial Accounting – (PHI).</li> <li>7. Jawaharlal &amp; Sri vastava: Financial Accou nti ng – (S. Chand).</li> <li>8. Horngr en: Intr oduction to F inancial Accounting – (Pearson).</li> <li>9. Hanif and Mukherjee : Modern Accountancy – (TMH).</li> <li>10. R.N. Anthon y: Management Accounting Principles – (AITBS).</li> <li>11. Sahaf: Management Accounting – (Vikas).</li> </ol>



<b>201 – BUSINESS ECONOMICS</b>	
<b>Objective:</b> To create an understanding among the students about the relevant concepts and analytical tools of economic theories.	
<b>Outcome :</b> After successful completion of this course, the student will be able to understand and identify the economic variables in general business atmosphere and perceive the knowledge about Economics at Micro level and various economic concepts such as Opportunity cost, Marginal Concepts, Demand Function and Law of Variable Proportion, the identical Short Run and Long Run Equilibrium of a firm and industry and also about different market structure and various pricing techniques.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction to Business Economics:</b> Basic Economic Concept , Goods, Services, Utility, Value, Wealth, Income, Want , Time perspective, Stock and Flow Variables Equilibrium, Basic Principles of Economics, Basic Problems of an Economy.
<b>MODULE – II</b>	<b>Demand and Supply Analysis:</b> Meaning of Demand, Law of Demand, Determinants of Demand, Change in Demand and Change in Quantity Demand, Individual and Market Demand, Meaning of Supply, Law of Supply, Increase and Decrease in Supply, Determinants of Supply, Change in Supply and Change in Quantity Supply, Elasticity Concept , Perfect Elasticity, Perfect Inelasticity, Relative Elasticity, Relative Inelasticity.
<b>MODULE – III</b>	<b>Elasticity of Demand and Supply:</b> Price, Income, Cross Elasticity of Demand and Cross Elasticity of Supply, Factors Determining the Elasticity of Demand , Elasticity and Implications for Total Revenue , Determinants of Elasticity, Simple numerical problems to be solved.
<b>MODULE – IV</b>	<b>Cost and Production Analysis :</b> What are Costs, Opportunity Costs, Accounting Vs. Economic Costs, Types of Costs, Variable and Fixed Costs, Short Run and Long Run Costs, Average Costs, Marginal Costs, Production Functions in the Short Run & in the Long Run, Economies and Diseconomies of Scale, Revenue Concepts , Total Revenue, Average Revenue and Marginal Revenue.
<b>MODULE – V</b>	<b>Market Structure and Business Decision:</b> Distinguish Characteristics of Different Forms of Market , Perfect Competition, Monopoly , Monopolistic Competition, Oligopoly, Short Run Decisions of a Firm to Shut Down, Long Run Decisions of the Firm to Exit, Practical Application of Different Market Forms.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. D.M. Mithani: Business Economics – (HPH).</li> <li>2. H.L. Aahuja: Micro Economics – (S.Chand ).</li> <li>3. P.L. Mehta: Managerial Economics – (Sultan Chand).</li> <li>4. D. N. Dwivedi: Managerial Economics – (Vikas).</li> <li>5. Varshney &amp; Mahesh wari : Managerial Economics – (Sultan Chand).</li> <li>6. Samuelson : Economics – (TMH).</li> </ol>



<b>202 – PRINCIPLES AND PRACTICE OF MANAGEMENT</b>	
<i>Objective: To provide the basis of understanding to the students with reference to working of business organisation through the process of management.</i>	
<i>Outcome: After successful completion of this course, the student will be able to have clear understanding of managerial functions like planning, organizing, directing, and leadership and will be communicate effectively so as to analyse isolate issues and formulate best control methods.</i>	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction :</b> Concept , Process and Significance of Management, Managerial Roles, An Overview of Functional Areas of Management , Development of Management Thoughts, Classical and Neo-Classical Systems, Contingency Approaches.
<b>MODULE – II</b>	<b>Planning :</b> Concept, Process and Types. <b>Organizing :</b> Concept , Nature, Process and Significance, Authority and Responsibility Relationships , Centralization and Decentralization, Departmentalization , Organization Structure , Forms and Contingency Factors. <b>Staffing:</b> Nature & Scope of Staffing, Manpower Planning , Selection & Training , Performance Appraisal .
<b>MODULE – III</b>	<b>Directing :</b> Meaning, Importance, Elements of Directing. <b>Decision Making:</b> Concept and Process, Management By Objectives, Corporate Planning , Environment Analysis, Strategy Formulation. <b>Controlling:</b> Concept and Process, Effective Control System, Techniques of Control.
<b>MODULE – IV</b>	<b>Coordinating:</b> Principle of Co-ordination, Process of Co-ordination. <b>Communication:</b> Introduction, Importance, Process of Communication, Types, Barriers in Communication, Communication and Organizational Effectiveness. <b>Leadership :</b> Definition , Leadership Characteristics .
<b>MODULE – V</b>	<b>Contemporary Issues :</b> Recent Trends and Challenges, Role of Managers in Changing Environment , Contemporary Organisational Structure, Trends in Management, Challenges in Today's Global Environment and Competitiveness;
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Wehrich &amp; Koontz: Essential of Management –(TMH).</li> <li>2. Robbins : Management – (PHI).</li> <li>3. Stoner, Freeman, Gilbert : Management –(PHI).</li> <li>4. Terry, Franklin : Principles of Management – (AITBS).</li> <li>5. L.M.Prasad : Principles and Practice of Management – (Sultan Chand).</li> <li>6. A. Sahoo: Management Theory &amp; Practice – (Avon).</li> <li>7. Moshal: Management Theory &amp; Practice – (Galgotia).</li> <li>8. Griffin: Management – (AITBS).</li> </ol>

<b>203 – COST AND MANAGEMENT ACCOUNTING</b>	
<b>Objective:</b> To acquaint the students with cost and management accounting system for effective discharge of managerial activity of prime importance.	
<b>Outcome:</b> After successful completion of this course, the student will be able to Understand various costing systems and management systems, Analyse and provide recommendations to improve the operations of organisations through the application of Cost and Management accounting techniques. The students able to evaluate the costs and benefits of different conventional and contemporary costing systems by differentiate methods of schedule costs as per unit of production, calculating stock consumption by applying costing methods they are able to analyze cost-volume-profit techniques to determine optimal managerial decisions.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction:</b> Overview of Cost Accounting, Nature, Importance, Scope of Cost Accounting, Difference between Cost Accounting and Financial Accounting, Cost Accounting and Management Accounting, Methods and Techniques of Costing, Elements of Cost, Classification of Cost, Cost Center and Cost Unit, Preparation of Cost Sheet. <b>Management Accounting:</b> Scope, Objectives, Functions and Limitations of Management Accounting, Tools and Techniques of Management Accounting.
<b>MODULE – II</b>	<b>Accounting and Control of Material Cost:</b> Issue of Materials, Techniques of Inventory Control, Material Losses and their treatment. <b>Accounting and Control of overhead Cost:</b> Concept and Treatment of Labour Turnover , Types of Wage Rate System, Preparation of Labour Hour Rate. <b>Accounting and Control of overhead Cost:</b> Allocation and Absorption of Overhead, Calculation of Machine Hour Rate.
<b>MODULE – III</b>	<b>Marginal Costing :</b> Meaning, Assumptions and Uses, Advantages and Limitations, Cost - Volume Profit Analysis, Break Even Analysis, Break Even Point, Break Even Chart, Decision Making under Marginal Costing.
<b>MODULE – IV</b>	<b>Methods of Costing :</b> Job, Contract, Process and Service costing .
<b>MODULE – V</b>	<b>Budgetary Control:</b> Concepts of Budget and Budgetary Control, Objectives, Merits and Limitations, Types of Budget, Problem on Fixed and Flexible Budgets, Cash Budget , Zero Based Budgeting, Standard Costing and Variance Analysis.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. S. P. Jain &amp; K.L. Narang: Cost Accounting – (Kalyani).</li> <li>2. Nigam &amp; Jain : Cost Accounting – An Introduction – (PHI)</li> <li>3. Banerjee : Cost Accounting – (PHI).</li> <li>4. Rao: Management Accounting – (Everest) .</li> <li>5. Tulsian : Practical Costing – (Vikas).</li> <li>6. Sharma &amp; Gupta: Management Accounting – (Kalyani).</li> <li>7. A.Sahoo: Cost Accounting: Text &amp; Concepts – (SK).</li> <li>8. Maheswari : Cost Accounting – (Mahavir).</li> <li>9. Saxena &amp; Vashist: Cost Accounting – (Sultan Chand).</li> </ol>



<b>204 – MANAGERIAL COMPUTING</b>	
<b>Objective:</b> To acquaint the students with the basic concepts of computers used in business and make them understand its usefulness in business environment without the technical details.	
<b>Outcome:</b> After successful completion of this course, the student will be able to Work effectively with a range of current, standard, office productivity software applications, evaluate, select and use office productivity software appropriate to a given situation and will be able operate a variety of advanced spreadsheet, operating system and word processing functions. They are able to solve a range of problems using office productivity applications, and adapt quickly to new software releases.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Fundamentals :</b> Concepts of Computers, Application Areas, Classification of Computer System, Peripheral Devices, Data Representation and Binary Numbers , Computer Hardware and Software.
<b>MODULE – II</b>	<b>Internal Organization :</b> ALU, Types of Memory, Selection of Memory Systems, Role of Control Unit, Data Communication, LAN and WAN, Switches, Hubs, Routers.
<b>MODULE – III</b>	<b>Programming Concept:</b> Flow chart , Algorithm, Programming Languages and Packages, Batch Processing, Multi Programming, Parallel Process, Stored Programme Concept , Programme Execution, Fetch, Decode, Execute Cycle, Arithmetic, Logic and Shift Operations.
<b>MODULE – IV</b>	<b>Operating System :</b> DOS, WINDOWS, Conventional Machines, Digital Logic Machine, Basic Ideas of an OS, OS as a Resource Manager, Memory Management, Input/ Output Management , Idea of Distributed Systems.
<b>MODULE – V</b>	<b>Web Fundamentals:</b> Internet and WWW, Search Engine, Email, Home Page, Internet Based E-Commerce, Issues, Problems & Prospects.
<b>PRACTICAL</b>	Students have to acquire practical knowledge about computer fundamentals and programming.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>ITL ESL: Introduction to Computer Science –(Pearson).</li> <li>Sinha &amp; Sinha: Computer Fundamentals – (BPB).</li> </ol>



<b>301 – PRINCIPLES OF BANKING AND INSURANCE</b>	
<b>Objective:</b> To equip students with a thorough understanding of need and importance of banking and insurance in the modern day life.	
<b>Outcome:</b> After successful completion of this course, the student will be able to develop a clear understanding and knowledge about the functioning of a Commercial bank and familiar with various functions, importance and components of banking and financial system. They may be able to manage Asset Liability Management and its application as risk management tool in banking and insurance business and laws governing banking and insurance companies. They may be able to understand how NPA affects profitability of banking business.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Banking Business in India:</b> A Brief History, Meaning and Definition of Bank, Features of Bank, Role of Banks, Principles of Banking, Banking Legislations, Structure of Indian Banking System, Types of Banks and Financial Institutions, RBI and its Functions, Functions and Role of a Commercial Bank, Banker - Customer Relationship.
<b>MODULE – II</b>	<b>Banking Regulatory Norms:</b> Know Your Customer (KYC), Anti Money Laundering (AML) Guidelines and Precautions to be taken by a Banker while Opening a New Account. <b>Practical Banking:</b> Opening and Operation of different Types of Accounts - Individual and Joint Accounts, Proprietorship, Partnership, Company, Club, Association, Societies, Trusts and foundations. <b>Banking Services:</b> Deposit and Credit Services, Payment and Remittance Services, Collection Services and the Different Products there under, Portfolio Management, Credit Creation, Banking Ombudsman Scheme 2006, Social Responsibility of Banks.
<b>MODULE – III</b>	<b>Innovative Banking:</b> Merchant Banking, Consortium Finance, Electronic Banking and its Product and Services with their relative merits and demerits, Core Banking Solutions. <b>Organization of Bank Lending:</b> Loans and Advances, Priority Sector Lending, Export Credit, Project and Working Capital Finance. <b>Bank Financial Statements:</b> Annual Reports and Balance Sheet of a Bank.
<b>MODULE – IV</b>	<b>Indian Insurance Industry :</b> Meaning and Definition of Insurance, Nature of Insurance, Function of Insurance, Importance and Benefits of Insurance, Essentials of Insurance Contract, Legal Framework, Principles of Insurance, Classification of Insurance, Reinsurance, Double Insurance, Principles Governing Marketing of Insurance Products.
<b>MODULE – V</b>	<b>IRDAI:</b> Objectives, Registration of Insurance Companies, Licensing of Insurance Agents, Licensing of Surveyors, Professional Standards, Rules & Ethics Governing Insurance Practice, Protection of Policyholder's Interest, Code of Conduct for Insurance Agent, Duties and Responsibilities of IRDAI. <b>Indian Insurance Market:</b> LIC- Its Objectives and Achievements, GIC- Its Objectives and Achievements.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Gordon &amp; Natarajan: Banking Theory, Law and Practice – (HPH).</li> <li>2. Anand Ganugy: Insurance Management – (New Age).</li> <li>3. P.K. Gupta: Insurance and Risk Management – (HPH).</li> <li>4. Neelam C. Gulati: Banking &amp; Insurance Principles – (Excel).</li> <li>5. Sethi &amp; Bhatia: Elements of Banking and Insurance – (PHI).</li> </ol>

<b>30 2 – PSYCHOLOGY FOR MANAGEMENT</b>	
<b>Objective:</b> To familiarise the students with the theories in psychology and their applications to understand the causes of behaviour.	
<b>Outcome:</b> After successful completion of this course, the student will be able to know psychological principles apply to behavioral phenomena and they may be able to develop scientific reasoning and problem solving skills, including effective research methods will develop ethically they will be socially responsible behaviors for professional and personal settings in a landscape that involves increasing diversity. The Students will be prepared to apply psychology-specific content and skills, effective self-reflection, project-management skills, teamwork skills, and career preparation to optimize their competitiveness for securing places in a graduate school, professional school, or in the workforce.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Psychology :</b> Its Nature, Scope and Methods. <b>Biological Bases of Behaviour :</b> Neurons, Nervous System, It's Basic Structure and Function, The Brain, Lateralization of the Cerebral Centre, The Endocrine System.
<b>MODULE – II</b>	<b>Sensation :</b> The Raw Material of Understanding, Sensory Threshold, Sensory Adaptation , Vision, Hearing, Touch and Other Skin Senses, Smell and Taste, Kinesthetic and Vestibule Sense. <b>Perception:</b> The Focus of Attention, Perception , Same Organizes Principles, Constancies and Illusions, The Plasticity of Perception . <b>Learning :</b> Classical Conditioning, Operant Conditioning, Observational Learning .
<b>MODULE – III</b>	<b>Memory:</b> Human Memory, The Information Processing Approach, Sensory Memory, Short - Term Memory, Long - Term Memory, Forgetting from Long - Term / Memory, Memory in Natural Contexts, Biological Bases of Memory . <b>Cognition :</b> Thinking, Dealing and Communicating, Forming Concepts and Reasoning to Conclusions Making Decisions, Problem Solving and Creativity Language, The Communication of Information .
<b>MODULE – IV</b>	<b>Motivation and Emotion:</b> The Activation and Persistence of Behavior , Emotion , Their Nature, Expansion and Impact. <b>Measuring Individual Differences :</b> The Nature of Psychological Testing , Psychological Tests , Reliability, Validity and Standardization, The Nature and Measurement of Human Intelligence, The Role of Heredity and the Role of Environment , Measuring Interests, Aptitudes and Achievements .
<b>MODULE – V</b>	<b>Social Thought :</b> How we think about others and the Social Culture, Attribution , Understanding the Causes of others Behavior , Social Cognition, How we process Social Information , Attitudes , Evaluations of the Social World Prejudice and Discrimination , Social Behaviour , Social Influence, Changes other Behaviour , Conformity Compliance, Obedience , Attraction and Love, Interpersonal Attraction, Prosocial Behaviour .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Morgan &amp; King : Introduction to Psychology – (TMH).</li> <li>2. Barron : Introduction to Psychology – (PHI).</li> <li>3. G.Mohanty: General Psychology – (Kalyani).</li> <li>4. S. K. Mangal: General Psychology – (Sterling).</li> <li>5. Fernald: Introduction to Psychology – (AITBS).</li> </ol>

<b>30 3 – BUSINESS ETHICS AND CORPORATE GOVERNANCE</b>	
<b>Objective:</b> To provide an understanding among the students about the issues involved in business ethics and corporate governance from the perspective of a manager engaged in welfare of the stakeholders.	
<b>Outcome:</b> After successful completion of this course, the student will be able to understand key legal and regulatory obligations imposed on corporations, interpret the accountability hierarchy from a corporate governance perspective. They may be able to analyse the issues involved in addressing litigation risks in corporate governance and regulatory contexts. The students may use ethical theories and frameworks to analyse ethical dilemmas in business and resolve practical problems and identify different stakeholders and understand why they may hold differing perspectives on ethical issues.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Business Ethics:</b> Meaning, Scope, Nature and Value of Management , Importance and Need for Business Ethics in Indian Context, Roots of Unethical Behaviour and Issues, Need for Ethical Decisions by Managers, Value of Management Ethics, Management Integrity, Types of Integrity and Developmental Integrity , Ethical Planning .
<b>MODULE – II</b>	<b>Ethics in Management :</b> Ethical Theories, Moral Development ( Kohlberg’s 6 Stages of Moral Development) , Application of Ethical Theories in Business (1) Utilitarianism , (Bentham & J.S Mill) (2) Deontology, (I. Kant) (3) Virtue Ethics(Aristotle), Enterprise Mission, Institutionalizing Ethics, Code of Ethics and its Implementation.
<b>MODULE – III</b>	<b>Justification for Ethics:</b> Ethical Issues in Functional Areas of Business. <b>Marketing:</b> Characteristics of Free and Perfect Competitive Market, Monopoly, Oligopoly, Ethics in Advertising (Truth in Advertising). <b>Finance:</b> Fairness and Efficiency in Financial Market, Green Mail, Golden Parachute . <b>Human Resource :</b> Workers Rights and Duties, Work Place Safety, Sexual Harassment , Whistle Blowing.
<b>MODULE – IV</b>	<b>Corporate Governance:</b> Introduction, OECD Emphasis, Issues in Corporate Governance, Need and Importance of Corporate Governance, Growth of Corporate Governance in India, Benefits of Good Governance to Companies and to the Society, Corporate Governance Mechanism, Anglo-American Model, German Model, Japanese Model and Indian Model, Corporate Governance Ethics and How Ethics can make Corporate Governance more meaningful.
<b>MODULE – V</b>	<b>Role Players:</b> Role of Board of Directors , Role of Auditors in Corporate Governance , SEBI and Government , Corporate Social Responsibility of Business.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. CSV Murthy: Business Ethics and Corporate Governance – (HPH).</li> <li>2. CSV Murthy: Business Ethics –(HPH).</li> <li>3. Francis &amp; Mishra : Business Ethics – (TMH).</li> <li>4. Fernando: Corporate Governance – (Pearson).</li> <li>5. Hartman: Perspectives in Business Ethics – (TMH).</li> <li>6. Swami Parthasarathi: Corporate Governance – (Biztantra).</li> <li>7. Ghosh: Business Ethics and Corporate Governance –(TMH).</li> <li>8. Khanka: Business Ethics and Corporate Governance –(S.Chand).</li> </ol>



<b>304 – LEGAL ASPECTS OF MANAGEMENT</b>	
<b>Objective:</b> To offer students exposure to the legal aspects of business, so as to enable them to face the real-life world.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to acquire knowledge and develop understanding of the regulatory framework of various Business Law viz.. The Indian Contract Act, 1872, The Sales of Goods Act, 1930, Negotiable Instruments Act 1881, Consumer Protection Act etc. This course intends to provide a basic understanding of the mechanism of business contract, With reference to various provisions of the related Acts the course gives the knowledge regarding Contingent Contract, Quasi Contract, Contract of Indemnity, Contract of Guarantee, Contract of Bailment, Contract of Pledge, Provisions related to Contract of Sale, Provisions of IT Act related to e-contract.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Indian Contract Act:</b> Essential Elements of Contract, Offer and Acceptance, Consideration, Capacities of Parties, Free Consent Legality of Objects, Contingent Contract, Discharge of Contract , Special Contract Act, Quasi Contracts , Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.
<b>MODULE – II</b>	<b>Sales of Goods Act:</b> Introduction, Conditions and Warranties, Transfer of Ownership of Property in Goods, Performance of the Conduct of Sale, Remedial Measures.
<b>MODULE – III</b>	<b>Indian Partnership Act:</b> Nature of Partnership, Formation of Partnership, Relation of Partners to One Another, Relation of Partners to Third Parties, Reconstitution of a Firm, Dissolution of a Firm.
<b>MODULE – IV</b>	<b>Negotiable Instruments Act:</b> Negotiable Instruments, Parties, Negotiation Presentation, Dishonor, Crossing and Borrowing of Cheques.
<b>MODULE – V</b>	<b>Information Technology Act:</b> Cyber Laws in India, Digital Signature, Computer Crimes, Regulation of Certifying Authorities , Intellectual Property Right Act.
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both written and/ or pre sentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. N.D. Kapur : Mercantile La w – (Sultan Chand ).</li> <li>2. Tulsian : Business La w – (TMH).</li> <li>3. P.R. Chadha : Business La w –(Golgotia).</li> <li>4. Shukla: Mercantile La w – (S.Chand) .</li> <li>5. Mathur: Business La w – (TMH).</li> </ol>



<b>305 – COMMUNICATIVE ENGLISH</b>	
<b>Objective:</b> To orient students to different parameters of evaluation of effective communication and how to achieve structural correctness as well as competence in interpersonal transactions.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to understand and extract the essential information from a written or spoken text on a familiar topic perform a variety of social functions including greetings, introductions and farewells, making and responding to requests, suggestions, invitations and apologies, conducting simple transactions in shops and offices, asking for and giving directions, etc. They may be able to describe people, places, likes and dislikes and daily routines in a series of simple phrases and sentences also they can construct short and simple descriptive paragraphs about people, places and events.	
<b>Credit : 4</b>	<b>Contact Hours: 40</b>
<b>MODULE – I</b>	<b>Elements of Communication :</b> Importance of Communication through English at Present Time. Models and Processes of Communication (Western and Indian Concepts, Stimuli, Sender, Receiver, Message, Context, Feedback and Communicative Focus). Information, Overload, Gap, Redundancy, Loss of Information and Interpolation. Verbal and Nonverbal Communication, Paralanguage. Audience Analysis, Platform Behavior.
<b>MODULE – II</b>	<b>Sounds of English:</b> Vowels and Diphthongs. Introduction to IPA, Phonemic Transcription. Indian English Vs. Standard British and American English. Language Change, Socio Economic Factors. MTI Problems, Learning English as Second Language.
<b>MODULE – III</b>	<b>Attributes of Communication :</b> Syllable Division and Word Stress. Sentence Rhythm and Weak Forms, Contrastive Stress. Intonation: Falling, Rising, Modulation and Clarity. Reading Strategies: Skimming, Scanning, Inferencing, Predicting. Art of Listening: Active Listening, Passive Listening.
<b>MODULE – IV</b>	<b>English Grammar and Uses :</b> Preposition. Verbs, Static, Dynamic, Finite, Non Finite. Voice Change. Modals, Modal Auxiliaries. Negation, Interrogation, Tag Questions. Phrasal Verbs, Proverbs. One Word Substitute, Words for Groups.
<b>MODULE – V</b>	The recommended units (II & IV) shall be treated as remedial and non-technical in nature. It is practice oriented and examples may be drawn from everyday uses for clarity and understanding. However teaching of the subject is not confined to the listed topics in a narrower perspective.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/or presentation.)</i>
<b>Suggested Readings:</b>	1. M.Ashraf Rizvi: Effective Technical communication – (TMH). 2. R.K.Madhukar: Business Communication – (Vikas)



<b>401 – FINANCIAL MANAGEMENT</b>	
<b>Objective:</b> To acquaint the students with the broad framework of financial decision -making. It will start introducing the concept of valuation and their measurement and determination of economic utility of a project.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to observe and interpret financial markets observe and interpret financial markets to uncover potential opportunities. They may be able to critically evaluate the financial objectives of various types of organisations and the respective requirements of stakeholders. The students may be able explore alternative sources of finance and investment opportunities and their suitability in particular circumstances and assess the factors affecting investment decisions and opportunities presented to an organization.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction:</b> Nature and Scope, Finance Functions, Objectives of Financial Management , Roles and Responsibilities of the Finance Manager in Contemporary Business Environment , Introduction to Indian Financial System, Sources of Finance: Equity Capital, Debenture, Preference Capital and Term Loans with their relative Merits and De merits.
<b>MODULE – II</b>	<b>Financial Statement Analysis:</b> Meaning, Users of Financial Analysis, Tools and Techniques of Financial Statement Analysis, Ratio Analysis, Cash Flow Statement , Preparation, Analysis and Interpretation as per AS -3.
<b>MODULE – III</b>	<b>Time Value of Money:</b> Concept, Significance, Techniques. <b>Financial Planning:</b> Introduction, Strategic Financial Planning, Constructing Financial Model, Planning for Sustainable Growth. <b>Risk and Return:</b> An Overview of Capital Market Theory. <b>Valuation of Stocks and Bonds:</b> Equity Share, Preference Share s and Debentures.
<b>MODULE – IV</b>	<b>Leverage:</b> Financial, Operating and Combined Leverage. <b>Cost of Capital:</b> Concept, Significance, Measurement of Cost of Capital, WACC and MCC. <b>Capital Structure:</b> Planning, Capital Structure Theories, EBIT - EPS analysis. <b>Dividend Policy:</b> Introduction, Objectives of Dividend Policy, St ability of Dividends, Types of Dividend, Th eorie s of Dividend.
<b>MODULE – V</b>	<b>Capital Budgeting Decision s:</b> Introduction, Project Appraisal, Techniques, Determination of Cash Flow Streams, Capital Rationing, Conflicts in NPV and IRR, Capital Budgeting under Risk and Uncertainty.
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both writ ten and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Prasanna Chandr a: Financial Management – (TMH).</li> <li>2. Khan &amp; Jain: financial Management – (TMH).</li> <li>3. Pandey: Financial Man agement – (Vikas).</li> <li>4. Sharma &amp; Gupta: Financial Manage ment –(Kalayani).</li> <li>5. A.Sahoo: Financial Management: T ext &amp; Concepts –(SSDN).</li> <li>6. Keown: Financial Manage ment – (Pearson).</li> <li>7. Sharan: Fund amentals of Financial Management – (Pearson).</li> <li>8. Kothari &amp; Dutta: Cont emporary Financial Manage ment –(McMillan).</li> </ol>

<b>402 – MARKETING MANAGEMENT</b>	
<b>Objective:</b> To help students understand the major concepts & tools of marketing, decision making, making adjustments to rapidly changing marketing environment.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to demonstrate an understanding of fundamental concepts of marketing, identify the scope of marketing covering different functions of a marketing manager, and identify ethical and legal implication of marketing decisions. The students may be able to analyze global business opportunities and its implications on a firm's marketing strategy and apply the conceptual knowledge and analytical tools to systematically analyze and solve marketing problems. They able make both strategic and tactical marketing decisions, communicate the detailed analysis of marketing problems and alternative solutions in both verbal and written presentation of their reports and integrate various elements of marketing to develop a marketing plan.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Marketing Concepts :</b> Nature and Scope of Marketing Management , Marketing Process, Marketing V/ S Selling, Marketing Environment, Marketing Organizations, Marketing Mix.
<b>MODULE – II</b>	<b>Scanning the Marketing Environment:</b> Marketing Strategy, Market Segmentation, Targeting and Positioning, Brand Equity and Craft Brand Positioning.
<b>MODULE – III</b>	<b>Product :</b> Concepts of Product , Product Planning & Policy, New Product Development , Test Marketing , Product Life Cycle, Product Mix Decisions , Branding, Packaging & Labeling Decisions. <b>Price:</b> Objectives of Pricing, Policies, Pricing Methods, Managing Price Changes.
<b>MODULE – IV</b>	<b>Promotion:</b> Advertising, Sales Promotion, Personal Selling, Public Relations, Publicity and Prop aganda. <b>Distribution :</b> Designing and Managing Marketing Channels ,Selection , Cooperation , Vertical and Horizontal Integration , Channel Conflict Management , Value Analysis , Competitive Advantage , Physical Distribution System & Logistic Management .
<b>MODULE – V</b>	<b>Marketing Planning &amp; Control :</b> Marketing Planning , Marketing Competitiveness , Customer Value , Marketing Planning Process , Identifying and Analyzing the Competitors , Defining the Competitive Strategy and Marketing Control Process.
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both written and/ or pre sentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Ramasw amy &amp; Namakumar i: A Textbook on Marketing – (McMillan).</li> <li>2. Kotler, Keller &amp; Jha : Marketing Management – (Pearson).</li> <li>3. Rajan Saxena : Marketing Management –(TMH).</li> <li>4. S H Kazmi: Marketing Management –(Excel).</li> <li>5. Sherlekar: Ma rketing Management – (HPH).</li> </ol>



<b>403 – HUMAN RESOURCES MANAGEMENT</b>	
<b>Objective:</b> To sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resources management.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to integrate perspective on role of HRM in modern business. Ability to plan human resources and implement techniques of job design. They may be able to Competent to recruit, train, and appraise the performance of employees with rational design of compensation and salary administration and they are also able to handle employee issues and evaluate the new trends in HRM.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Human Resource Management:</b> Concept, Scope and Objective, HRM- The Challenges, Environmental, Organizational and Individual, Human Resource Planning , Supply and Demand, Recruitment and Selection , Sources of Recruitment , Tests & Interviews , Induction / Orientation and Socialization .
<b>MODULE – II</b>	<b>Human Resource Planning:</b> Definition, Objectives, Need, Importance and the Process. <b>Recruitment and Selection:</b> Sources and Process of Recruitment, Need for Scientific Selection and the Selection Process. <b>Internal Mobility and Evaluation:</b> Purpose, Types, Methods, Transfer, Concept, Purpose, Types, Separation , Different Schemes and Practices .
<b>MODULE – III</b>	<b>Training &amp; Development:</b> Concept, Objective, Types, Methods and Practices, Training Need Assessment & Evaluation, Motivational Impact, Skill Up Gradation, Competence Building. <b>Compensation:</b> Concept , Principles , Components , Designing Compensation System, Internal V/ S External Equity, Fixed V/ S Variable Pay, Performance V/ S Membership and Job V/ S Individual Pay, Compensation Tools, Job Based Compensation Plans and Skill Based Compensation Plans.
<b>MODULE – IV</b>	<b>Performance Appraisal :</b> Objectives, Uses and Methods of Appraisal, MBO, Assessment and Development Centres, 360 Degrees Feedback, The Strength and Limitations of each Method, Identifying Performance Dimensions, Measuring Performance, Measurement of Tools, Challenges to Effective Performance Measurement, The Appraisal Errors. <b>Promotion:</b> Bases and Types, Promotion Policy and Procedure, Transfer , Types and Purpose, Employees' Separation , Its Costs and Benefits, Voluntary and Involuntary Separations, Lay Off and Retrenchment, Outplacement and Outsourcing.
<b>MODULE – V</b>	<b>Industrial Disputes :</b> Concept and Causes of ID. <b>Trade Unionism:</b> Meaning, Objectives and Criticism. <b>Collective Bargaining:</b> Need, Importance and Procedure. <b>Worker's Participation in Management:</b> Concept and Evolution.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Gomez &amp; Mejia: Managing Human Resources – (Pearson).</li> <li>2. Gary Dessler : HRM –(PHI).</li> <li>3. Ratnam &amp; Sri vastav: PMHR – (TMH).</li> <li>4. P.Subba Rao : HRM – (HPH).</li> <li>5. VSP Rao: Human Resource Management –(Excel).</li> <li>6. Aswathappa: Human Resource &amp; Personnel Management – (TMH).</li> </ol>

<b>404 – OPERATIONS MANAGEMENT</b>	
<b>Objective:</b> To acquaint the students with decision making in operations function in both manufacturing and services sector for improvement in productivity.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to understand roles and responsibilities of operations managers in different organisational contexts and able to apply the 'transformation model' to identify the inputs, transformation processes and outputs of an organisation with operational and administrative processes. They may be able to describe the boundaries of an operations system, and recognise its interfaces with other functional areas within the organisation and with its external environment.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Basics of Operations :</b> Operations Management , Distinction between Production and Operations , Product and Services Conversion Process, Strategic Decisions in Operations , Types of Production Processes, Manufacturing Processes , Made to Order, Made to Stock, Assembled to Order and Engineer ed to Order, Product - Process Matrix( Project, Job Shop, Batch, Mass/ Line, Continuous ), Manufacturing Process Flow Design, Operat ional Classification Services, Service System Design Matrix, Production and Productivity, Relevance of Work Study.
<b>MODULE – II</b>	<b>Facilities Location and Layout :</b> Factors influencing Location Decision s, Location Decision Techniques ,Qualitative Methods , Weighted Factor Rating Method , Break Even Analysis, Center of Gravity Technique , Bridgeman ’s Dimensional Analysis, Facilities Layout , Layout Planning , Classical Layouts , Product , Process and Fixed Position ,Hybrid Layout , Group Technology ,Service Layouts .
<b>MODULE – III</b>	<b>Operations Plannin g:</b> Capacity Planning , Factors , Effects of Inadequat e and Excessive Capacity, Capacity Planning Strategies , Aggregate Planning , Relevant Costs and Strategies, Scheduling, Priority Dispatching Rules, Scheduling with help of Gantt Chart, Johnson’s Algorithm .
<b>MODULE – IV</b>	<b>Inventory Management:</b> Inventory Management, Relevant Costs of Inventory, Basic EOQ Model, Production Model, P&Q System of Inventory , Selective Inventory Contr ol , ABC Analysis and Other Classifica tions, Basic Concepts of Logistics and Supply Chain Management .
<b>MODULE – V</b>	<b>Quality Management :</b> Concept of Quality, Dimensions of Quality, Costs of Quality, Design of Quality Contr ol System, Statistical Quality Contr ol,Acceptance Sampling and OCC, Contr ol Charts ( X Bar , R and P Charts), Concepts of Total Quality Management , Six Sigma , ISO 9000 .
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both writ ten and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Aswathappa : Production and O perations M anagement – (HPH).</li> <li>2. Chase, Jacob, Aquilano &amp; Ag arwal: Operations Management –(TMH).</li> <li>3. Gaither &amp;Fr azier: Operations Management – (Thomson) .</li> <li>4. Russell &amp; Taylor: Operations Management – (Pearson).</li> <li>5. Adam Jr. &amp; Ebert: Product ion and Oper ations Management – (PHI).</li> <li>6. Chary: Pro duction and Oper ations Management – (TMH).</li> <li>7. Buffa &amp; Sarin: Pr oduction and Oper ations Management – (JWS).</li> </ol>



<b>405 – ENVIRONMENTAL STUDIES</b>	
<b>Objective:</b> To gather, assess, and synthesize information from various disciplines as it relates to humans and their natural world.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to critically examine all sides of environmental issues and apply understanding from disciplines such as history, economics, psychology, law, literature, politics, sociology, philosophy, and religion to create informed opinions about how to interact with the environment on both a personal and a social level. The student may be able to recognize the physical, chemical, and biological components of the earth's systems and show how they function.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Fundamentals of Environmental Management:</b> Definition, Principles and Scope, Types and Components of Environment, Man- Environment Relationship, Causes of Environment Destruction, Environmental Ethics, Environment Awareness Programmes .
<b>MODULE – II</b>	<b>Natural Resources Awareness :</b> Eco-System, Atmosphere , Land, Water , Forest , Mines & Minerals, Wetland , Bio-Diversity, Conservation of Natural Resources.
<b>MODULE – III</b>	<b>Environmental Protection , Policies &amp; Legislations :</b> National Environment Policy, Environmental Legislations , International Conventions and Agreements , GATT/ WTO and Environment, State Pollution Control Board , Role of NGOs.
<b>MODULE – IV</b>	<b>Environment Management System:</b> ISO-14000, Environmental Audit, Eco-Friendly Products (Eco-mark), Green Industry .
<b>MODULE – V</b>	<b>Environmental Impact Assessment (EIM):</b> EIM-Methods and Tools, Appraisal and Clearance for Industry, Evaluation Systems.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. N.K.Oberoi: Environmental Management – (Excel).</li> <li>2. G.N.Pandey: Environmental Management – (Vikas).</li> <li>3. K.M.Agrawal &amp; P.K.Sikdar : Text Book of Environment – (Mcmillan).</li> <li>4. L.W.Canter : Environmental Impact Assessment – (TMH).</li> <li>5. Jadhav &amp; Purohit: Environment &amp; Management – (HPH).</li> <li>6. Tiwari: Environmental Studies – (HPH).</li> </ol>

<b>501 – ORGANISATIONAL BEHAVIOR</b>	
<b>Objective:</b> To familiarize the students with basic concepts of behavioural process in managing manpower and achieving organizational effectiveness.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to analyse and compare different models used to explain individual behaviour related to motivation and rewards and they can identify the processes used in developing communication and resolving conflicts in group dynamics. The students can able to demonstrate skills required for working in groups.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction :</b> Definition , Goals, Scope and Historical Development of Organizational Behavior, Contributing Disciplines to OB, Models, Social Systems and Organizational Culture, International Dimensions of OB, Limitations and Future of OB.
<b>MODULE – II</b>	<b>Individual Behavior:</b> Introduction and Foundation, Personality , Definitions, Determinants, Personality Traits and Types, Theories , Instruments to measure Personality, Personality Attributes influencing OB. <b>Attitudes:</b> Definition , Sources of Attitudes, Characteristics and Components of Attitude, Types of Attitudes, Attitude and Behaviour, Attitude Formation, Measurement of Attitude, Attitude and Productivity, Changing Attitudes and Work Related Attitudes, Cognitive Dissonance Theory , Four Concepts to Skills. <b>Perception:</b> Meaning, Factors Influencing Perception, Theories , Perceptual Errors.
<b>MODULE – III</b>	<b>Emotions:</b> Meaning, Types of Emotions, Determinants, Emotional Intelligence. <b>Values:</b> Concept, Importance of Values, Sources of Value System, Types, Loyalty and Ethical Behavior. <b>Learning:</b> Concept, Learning Process, Theories of Learning, Application of Learning in Organization. <b>Motivation:</b> Concept, Importance, Theories and their applicability.
<b>MODULE – IV</b>	<b>Behavior in Organization:</b> Introduction, Issues between Organizations and Individuals, Inter Personal Behavior, Conflict, and Nature of Conflict, Levels of Conflict, Types and Conflict Management Styles. <b>Group Dynamics:</b> Concept, Types of Groups and Functions, Meetings, Team Work, Stages of Group Formation and its Relevance to Organization.
<b>MODULE – V</b>	<b>Employee Stress:</b> Forms, Causes, Implications and Approaches to Stress Management. <b>Leadership:</b> Concept, Approaches, Leading V/ S Managing, Leadership Theories and its Implications.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Stephen.P.Robbins : Organizational Behaviour – (Pearson) .</li> <li>2. Steven L., McShane : Organizational Behaviour –(TMH).</li> <li>3. Fred Luthans : Organization Behaviour –(TMH).</li> <li>4. S.S.Khanka: Organisational Behaviour –(S.Chand).</li> <li>5. R. Aswathappa: Organizational Behaviour – (HPH).</li> <li>6. L.M. Prasad: Organizational Behaviour – (Sultan Chand).</li> </ol>



<b>502 – FINANCIAL MARKETS AND INSTITUTIONS</b>	
<i>Objective: To familiarize the students with various financial institutions rendering financial services and their status.</i>	
<i>Outcomes: After successful completion of this course, the student will be able to know the structure and objectives of the financial market and the contents of financial assets. They are able to acquire an understanding of various concepts stock exchange, financial service institution and financial institution.</i>	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours:40</b></span>	
<b>MODULE – I</b>	<b>Financial System:</b> Introduction, Functions and Components of Financial System. <b>Financial Markets:</b> Meaning, Types, Classification of Financial Markets, Money Market, Call Money Market, Govt. Securities Market, Capital Market, Debt Market, Primary and Secondary Market, Interlinking Financial Market, Indian and Global Financial Markets.
<b>MODULE – II</b>	<b>Financial Institution s:</b> Broad Categories, Special Characteristics, Functions and Structure, Money Market Institutions, Capital Market Institutions, Financial Services Institutions. <b>Stock Exchanges:</b> Constitution, Control, Functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Investor Services, Grievance Redressal Measures.
<b>MODULE – III</b>	<b>Financial Service s Institution s:</b> Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd, Credit Rating Institutions.
<b>MODULE – IV</b>	<b>Financial Instrument s :</b> Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt-edged Securities, Equity Shares, Dematerialisation, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs, Derivatives, Options and Futures.
<b>MODULE – V</b>	<b>Indian Financial Institution s :</b> Commercial Banks, Roles, Functions, Regulations, Public Sector, Private Sector and Foreign Banks, Development Banks- IFCI, IDBI, SFCs, NABARD, RRBs, SIDBI, IIBI, Non-Banking Financial Institutions, Insurance Companies - Public and Private, Investment Policy, Regulatory Authority .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. S. Gurusamy: Financial Markets and Institutions –(Thomson).</li> <li>2. Gordon &amp; Natrajan : Financial Markets and Services – (HPH).</li> <li>3. Srivastava: Management of Indian Financial institutions – (HPH).</li> <li>4. Kothari: Financial Services in India –(Sage).</li> <li>5. Tripathy: Financial Instruments and Services –(PHI).</li> </ol>





<b>503 – ADVERTISEMENT AND SALES PROMOTION</b>	
<b>Objective:</b> To appraise the students about the concepts & techniques for developing an effective advertising and sales promotion program.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to use of advertising and sales promotion as a marketing tool for career choices and personal skill set required succeeding in the advertising industry. They may be able to assess the effectiveness of advertising and role of agencies and the mechanics and challenges of client-agency relationships.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction:</b> Definition, Objectives, Functions and Classification of Advertising, Advertising Agency Functions & Structure of Modern Agency, Functions of the Advertising Department and Advertising Manager, Client – Agency Relationship (CAR), Selection of Agency.
<b>MODULE – II</b>	<b>Advertising as Mass Communication:</b> The Communication Mix, Building of Advertising Program, Creative Strategy Copy, Message, Advertising Appeals, AIDA Concept Creation and Production in Advertising, TV Commercials, Radio Jingles, Print Ads.
<b>MODULE – III</b>	<b>Advertising Media:</b> General and Special Characteristics of different Media, Media Planning, Scheduling, Selection and Evaluation, Measuring Advertising Effectiveness (DAGMAR), The Rationale of Testing, Pretesting, Concurrent Testing & Post Testing, Recall and Recognition.
<b>MODULE – IV</b>	<b>Advertising Budget:</b> Approach and Procedures for determining the size of the Budget, Administration and Control of Budget, Ethics & Social Responsibility in Advertising, E-Advertising.
<b>MODULE – V</b>	<b>Sales Promotion:</b> Definition, Objectives, Functions and Classification of Sales Promotion, Consumer Promotion, Sales Force Planning and Execution, Recent Trends, Elementary Knowledge of Public Relations.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Kazmi &amp; Batra: Advertising and Sales Promotion – (Excel).</li> <li>2. Batra, Myers &amp; Aaker: Advertising Management – (Pearson).</li> <li>3. Jethawaney &amp; Jain : Advertising Management – (OUP).</li> <li>4. Chunawalla &amp; Sethia: - Advertising: Theory and Practice –(HPH).</li> <li>5. Shah &amp; D souza: Advertising &amp; Sales Promotion – (TMH).</li> </ol>



<b>504 – MANAGEMENT INFORMATION SYSTEM</b>	
<b>Objective:</b> To familiarize the students with the modern management practices by using MIS tools to take better decisions in managing the business world.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to describe the role of information technology and information systems in business and able to handle the current issues of information technology and relate those issues to the firm. The students able to interpret how to use information technology to solve business problems by developing software, loops and arrays and users interface etc.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction :</b> Organization and Information Systems, Changing Environment and its Impact on Business , The IT/ IS and its influence, The Organization , Structure, Managers and Activities, Data, Information and its Attributes, The Level of People and their Information Needs, Types of Decisions and Information, Information System, Categorization of Information, on the Basis of Nature and Characteristics, Transaction Processing System (TPS), Office Automation System ( OAS), Management Information System (MIS), Decision Support System (DSS) and Group Decision Support System (GDSS), Expert System (ES), Executive Support System (EIS Or ESS).
<b>MODULE – II</b>	<b>System Analysis , Development and Models :</b> Need for System Analysis, Stages in System Analysis, Structured SAD and Tools like DFD, Context Diagram , Decision Table and Structured Diagram , System Development Models , Water Flow, Prototype , Spiral, RAD - Roles and Responsibilities of System.
<b>MODULE – III</b>	<b>Computer Service Systems:</b> Data Communication and Networking, LAN, MAN & WAN, Network Topologies, Internet, Intranet and Extranet, Information Systems for Accounting, Finance, Production and Manufacturing, Marketing and HRM.
<b>MODULE – IV</b>	<b>Design of Information System:</b> Fundamental Concept of File Design, Database Design, Input Output Design, Procedure Design, Form Design, Dialogue Design, Code Design, Coupling and Cohesion.
<b>MODULE – V</b>	<b>Internet - A Conceptual Approach:</b> Web Browsing, Concept of FTP, Telnet, Uploading, Downloading, HTTP, Internet Explorer, Electronic Data Security, Access Database System.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. G.V.Sathya Sekhar: MIS – (Excel).</li> <li>2. David Olson: MIS – (TMH).</li> <li>3. W.S.Jawadekar: MIS – (TMH).</li> <li>4. A.K. Gupta: Management Information Systems – (S. Chand).</li> <li>5. Jindal : Management Information System – (Kalyani).</li> <li>6. James A Senn: Analysis &amp; Design of Information System – (TMH).</li> <li>7. James Obrien: Introduction to Information System – (TMH).</li> <li>8. Kanter: Managing with Informations – (PHI).</li> </ol>

<b>505 – ORGANISATIONAL CHANGE AND DEVELOPMENT</b>	
<b>Objective:</b> To familiarize the students with basic organizational processes in bringing about organizational change, development and effectiveness.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to synthesise theories and models of organisational behaviour, organisational change and development and their critiques the range of change interventions in relation to their appropriateness to a range of research and evaluate critically the impact organisational change. The students are able to interventions at all levels of an organization analyse organisational scenarios and critically discuss their effects on individuals, work groups and organizations.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Organizational Change:</b> Concept and Significance, Managing Change, Concept of Analyzing the Environment , Perspectives on Change, Contingency, Resource Dependence, Population Ecology, Implications of Change.
<b>MODULE – II</b>	<b>Types of Change:</b> Continuous or Incremental Change, Discontinuous or Radical Change, Participate Change and Directive Change, Change Levers, Levels of Change, Knowledge Changes, Attitudinal Changes, Individual Behaviour Changes and Organizational Performance Changes.
<b>MODULE – III</b>	<b>Implementing Change :</b> Steps assembling a Change, Management in Establishing a New Direction for the Organization, Setting Up of Change Teams, Aligning Structure, Systems and Resources, Removing Road Blocks, Absorbing Changes into Organization.
<b>MODULE – IV</b>	<b>HR and Technological Change:</b> Introduction, Special Features of New Technology, Organizational Implications of Technological Change, Emerging Profile of HR, Employee Empowerment , Emotional Intelligence and Employee Productivity, Managing Work Stress.
<b>MODULE – V</b>	<b>Organizational Development:</b> Concept and Evolution, OD Interventions, Diagnostic Activities, Team Building, Sensitivity Training, Third Party and Inter Group Interventions, Educational and Structural Interventions, Indian Experiences of OD in Public and Private Enterprises.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Nilakantha: Managing Organisational Change – (Response).</li> <li>2. K. Harigopal: Management of Organizational changes – (Response).</li> <li>3. I.Palma, Dunford, G.Akim: Managing Organisational Change – (TMH).</li> <li>4. Kavita Singh : Organisation Change &amp; Development – (Excel).</li> <li>5. French: Organisation Development – (Pearson).</li> </ol>



<b>601 – ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT</b>	
<b>Objective:</b> To make the students understand the entrepreneurial process of creating new businesses, role of creativity and innovation in entrepreneurial start-ups, manage family-owned business and practices of financing entrepreneurial businesses.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to Demonstrate knowledge on the dynamic role of entrepreneurship and small businesses, explain the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures, perform key steps in the elaboration of business idea. They able to emonstrate and present successful work, collaboration and division of tasks in a multidisciplinary and multicultural team.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>The Entrepreneur :</b> General Concept and Definition, Entrepreneur & Entrepreneurship, Entrepreneurial Culture, Theory of Entrepreneurship, Types of Entrepreneurship, Entrepreneurial Traits, Entrepreneurial Motivation, Entrepreneur and Professional Manager, Women Entrepreneur.
<b>MODULE – II</b>	<b>Entrepreneurial Environment and Development:</b> Entrepreneurial Environment, Entrepreneurial Development Programmes (EDPs), Process of Entrepreneurial Development, Training for Entrepreneurial Development, Institutions for Entrepreneurial Development.
<b>MODULE – III</b>	<b>Starting a Small Scale Unit:</b> Structure and Ownership, Establishment of Unit, Project Feasibility, Implementation, Tax Benefits, Incentives and Concessions.
<b>MODULE – IV</b>	<b>Raising of Finance for Small Enterprises :</b> Financial Planning, Sources of Finance, Working Capital Management, Cash Management, Recommendation of Various Committees, Role of various Financial & Non -Financial Institutions.
<b>MODULE – V</b>	<b>Marketing Strategy of Small Scale Units:</b> Elements in Marketing Mix, Market Segmentation, Product Life Cycles, Pricing, Distribution Channels, and Customer Management.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Malhotra &amp; Gupta: Management of small scale industries –(GPC).</li> <li>2. Vasant Desai: Management of Small scale industries –(HPH).</li> <li>3. Khanka: Entrepreneurial Development – (S.Chand).</li> <li>4. Roy: Entrepreneurship – (OUP).</li> <li>5. A.Sahoo: Entrepreneurship Problems and Prospects –(SK).</li> <li>6. S.K. Mohanty: Fundamentals of Entrepreneurship – (PHI).</li> </ol>



<b>602 – BUSINESS RESEARCH METHODS</b>	
<i>Objective: To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for conducting research.</i>	
<i>Outcomes: After successful completion of this course, the student will be able to apply a range of quantitative and qualitative research techniques to business and management problems. The students are able to demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process conceptualise the research process. Students will be able to identify the overall process of designing a research study from its inception to its report. Students should be able to define the meaning of a variable, and to be able to identify independent, dependent, and mediating variables.</i>	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction to Research :</b> Definition, Scope, Limitations & Types of Research , Objectives, Research Process, Research Designs, Terminologies, Research Project, Choice of Topic, Writing Research Proposal, Objective, Hypothesis , Methodology, Time, Frame .
<b>MODULE – II</b>	<b>Survey Methods :</b> Survey Designs, Sampling, Sampling Procedure, Methods of Sampling, Non Probability and Probability Sampling, SRSWR, SRSWOR, Systematic, Stratified , Quota, Cluster, Multi Stage and Sequential Sampling, Sampling Error, Non Sampling Error . <b>Research Methods:</b> Interview Method, Observational Method, Questionnaires, Case Study Method, Action Research & Documentary Sources.
<b>MODULE – III</b>	<b>Data Analysis and Representation :</b> Types of Research Data, Qualitative Data, Quantitative Data , Frequency Distributions , Data Representation, Bar Chart, Pie Chart, Histogram, Frequency Polygon, Ogive, Scaling Technique, Measures of Central Tendency, Measures of Dispersion, Skewness, Moments, Kurtosis . <b>Correlation and Regression :</b> Bivariate Data , Scattered Diagram, Types of Correlation , Measurement of Linear Correlation , Properties of Invariance , Properties of R- Coefficient of Determination , Probable Error , Stereogram, Regression , Method of Least Square , Two Regression Lines , Standard Error in Prediction , Correlation vs. Regression , Curve Fitting.
<b>MODULE – IV</b>	<b>Statistical Inference :</b> Criteria of a Good Estimator, Maximum Likelihood Estimator, Statistical Parameter , Sampling Distribution of Mean from Normal Population , Standard Error, Central Limit Theorem, Statistical Inference , Point Estimation , Interval Estimation , Confidence Interval of Population Mean, Population Proportion, Population Variance , Confidence Interval of Difference of Two Population Means, Two Population Proportions , Confidence Interval of Ratio of Two Population Variances . <b>Hypothesis Testing :</b> Basic concepts of Hypothesis Testing , Procedure, Steps in Hypothesis Testing , Null Hypothesis , Alternative Hypothesis ,Type-I & Type-II Error, Two Tailed & One Tailed Tests of Hypothesis , Power of a Test -Hypothesis , Testing of Means and Difference of Means when Population Standard Deviation is Known / Not Known , Hypothesis Testing of Proportions , T-Test, Paired T-Test, Chi Square Test , Yate’s Correction, F-Test, Anova of One Way & Two Way Classifications , LSD.
<b>MODULE – V</b>	<b>Non-Parametric Tests :</b> Introduction , Characteristics , Sign Test , Sign Test (Paired Data) , Mann-Whitney U Test , Kruskal Wallis Test , Kolmogorov Smirnov Test , Rank Correlation . <b>Report Writing and Preparation:</b> Report Writing, Significance, Steps, Types, Precautions, Layout, Formatting, Title Page, Abstract, Body, Introduction, Methods, Conclusions, References, Tables, Figures, Appendices, Presentations of Report, Oral Presentation, Skills & Methods.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and / or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>Levin and Rubin: Statistics For Management – (Pearson) .</li> <li>C.R. Kothari: Research Methodology – (New Age) .</li> <li>Sadhu &amp; Singh: Research Methodology For Social Sciences – (Sterling) .</li> <li>P.K.Mohanty &amp; S.K.Patel: Basic Statistics – (Scientific) .</li> <li>D. K. Bhattacharya: Research Methodology – (Excel) .</li> <li>Cooper &amp; Schindler : Business Research Methods – (TMH) .</li> </ol>



<b>603 – INDIAN SOCIETY AND CULTURE</b>	
<b>Objective:</b> To familiarize the students on different facets of Indian culture and its importance across various ages of the society in India.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to describe how education is a sub-system of Indian social structure; understand the structure of Indian society. The students are able to know appreciate the role of education in bringing social change; various socio economic problems and value crisis in contemporary Indian society.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Demographic Profile:</b> Characteristics of Indian Population, Population Growth, Age, Sex, Religion, Language, Occupation, National Policy on Population.
<b>MODULE – II</b>	<b>Indian Society:</b> Society and its Types, Features of Tribal Society, Agrarian Society, Industrial Society.
<b>MODULE – III</b>	<b>Social Stratification:</b> Caste System, Class System, Communities, Ethnic Groups, Weaker Sections and Minorities, Constitutional Provisions for Scheduled Castes, Scheduled Tribes and Other Backward Classes.
<b>MODULE – IV</b>	<b>Socio -Economic Problems :</b> Poverty, Illiteracy, Unemployment, Housing, Child Labour, Migration, Occupational Diseases, Insurgency, Terrorism, Crime, Project Affected People, Social Destitute, Beggary, Aged Population, Juvenile Delinquency, Problems in Family Life.
<b>MODULE – V</b>	<b>Indian Culture:</b> Features, Characteristics and Diversity, Differences with Western Culture, Human Values, Values in Work Life, Value Crisis in Contemporary Indian Society.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Andre Beteille: Society and Politics in India – (OUP).</li> <li>2. Dipankar Gupta: Social Stratification – (OUP).</li> <li>3. Ram Ahuja: Social Problems in India – (Rawat).</li> <li>4. M.N.Srinivas: Social Structure and Caste– (OUP).</li> <li>5. A.N.Tripathi: Human Values – (New Age).</li> <li>6. Patnaik &amp; Mohanty: Indian Society &amp; Culture – (KitabMahal).</li> </ol>

<b>604 – E – BUSINESS</b>	
<b>Objective:</b> To familiarize the students with e-business process and differentiate it from conventional business practices.	
<b>Outcomes:</b> After successful completion of this course, the student will be able to analyze the impact of E-commerce on business models and strategy by applying major types of E-commerce. They may be able to identify the key security threats in the E-commerce environment. The students can be acquainted with procurement and supply chains relate to B2B E-commerce.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction:</b> E-Commerce and Physical Commerce, Different Types of E-Commerce, E-Commerce Scenarios, Advantages & Disadvantages of E-Commerce and Business Models for E-Commerce.
<b>MODULE – II</b>	<b>E-Commerce Using Internet :</b> Internet and WWW, Basic Network Architecture, WEB System Architecture, URL, Overview of the HTTP, Web Page Designing Using HTML, Presenting our Online Stores.
<b>MODULE – III</b>	<b>Business to Business :</b> B2B E-Commerce, Characteristics of B2B EC, Models of B2B EC, Supplier Oriented and Buyer Oriented Market Place, JIT, Other B2B Models, Auctions and Services, The Role of Software Agents for B2B EC, E-Marketing in B2B and Management Issues.
<b>MODULE – IV</b>	<b>Electronic Payment Systems :</b> SSL & SET Protocols, Security Schemes in E-Payment Systems, Basic Cryptography for enabling E-Commerce, Managerial issues for E-Payment System.
<b>MODULE – V</b>	<b>Issues in E-Commerce:</b> Economics, Global and Other issues in E-Commerce and Software Agents.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. P.T.Joseph : E-Commerce: A Managerial Perspective – (PHI).</li> <li>2. Turban, Lee, King &amp; Chung: E-Commerce – (Pearson).</li> <li>3. Samantha Shur ety - E-Business with Net-Commerce – (PHI).</li> <li>4. Jason R. Rich: E-Commerce Business – (IDG).</li> <li>5. C.S.V. Murthy: E-Commerce – (HPH).</li> <li>6. Diwan &amp; Sharma: E-Commerce – (Excel).</li> </ol>

<b>605 – DISSERTATION AND VIVA - VOCE</b>	
<b>Objective:</b> To provide firsthand experience of conducting research on different problems relating to management decisions of an organisation.	
<b>Outcomes:</b> After completion of this dissertation student able to take responsibility as a professional practitioner of project management, applying PM principles and practices while maintaining high standards of practice, making ethical judgments and decisions in a respectful, and sustaining professional standing through a commitment to life-long learning.	
<b>Credit : 4</b>	
<p>Each student is required to work for dissertation under the guidance of a supervisor from the department/ college in a functional area. The topic of the dissertation shall be finalized in a joint session with the supervisor, which will be approved by the Coordinator/ Principal at the beginning of the semester. The student has to submit his mid progress report for suggestions. After completion of the project, the draft copy shall be submitted to the supervisor for correction/ modification. The final copy of the report shall be submitted before the commencement of the end semester examination.</p> <p>After the submission of dissertation, there will be a viva-voce test by an external examiner at the end of sixth semester examination.</p>	



<b>701 – ECONOMIC ANALYSIS FOR DECISION MAKING</b>	
<b>Objective:</b> To acquaint the students with the advanced economic techniques and their applications in business decision making.	
<b>Outcomes:</b> After the completion of the course the students are able to apply economic reasoning to the analysis of selected contemporary economic problems, recognize and identify situations leading to market failures and discuss the efficiency and equity implications of government interference in markets.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction to Managerial Economics :</b> Economics and Managerial Decision Making, Important Economic Concepts and Terms, Concept of Economic Profit and Accounting Profit, Economic Goal of the Firm and Business Decision Making.
<b>MODULE – II</b>	<b>Demand Analysis :</b> Market Demand, Market Supply, Market Equilibrium, Demand Concepts , Types of Demand, Determinants of Market Demand, Consumer Behaviour, Demand Analysis for Various Products and Situations, Elasticity of Demand , (Price, Income, Cross Price, Advertising), Using Elasticity in Decision Making, Demand Forecasting, Concept , Techniques and Applications.
<b>MODULE – III</b>	<b>Production and Cost Analysis :</b> The Production Function , Short Run and Long Run Analysis, The Importance of Production Functions in Managerial Decision Making, Cost Concepts, Short Term and Long Term Costs, Cost-Output Relationships , Cost of Multiple Products, Returns to Factor, Returns to Scale, Economies of Scale, Internal and External, Economies of Scope.
<b>MODULE – IV</b>	<b>Market Analysis:</b> Market Structures, Competition and Market Types in Economic Analysis, Perfect and Pure Competition, Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Basic Features, Pricing and Output Decisions under different kinds of Competitive Situations. <b>Pricing Practices :</b> Pricing of Multiple Products , Price Discrimination , Peak Load Pricing, Cost Plus or Mark Up Pricing, Price Skimming, Transfer Pricing.
<b>MODULE – V</b>	<b>Profit Analysis :</b> Theories of Profit, Profit Planning , Cost Volume Analysis / Break-Even Point Analysis, Profit Elasticity , Business Cycle, Concept , Causes & Remedies (Monetary & Fiscal Policy).
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Gupta: Managerial Economics – (TMH).</li> <li>2. Brigham &amp; Pappas : Managerial Economics – (Dryden Press).</li> <li>3. Meheta : Managerial Economics – (Sultan Chand &amp; Sons ).</li> <li>4. Petron and Lewis : Managerial Economics – (PHI).</li> <li>5. Maheswari: Managerial Economics – (PHI).</li> <li>6. Trivedi: Managerial Economics –(TMH).</li> </ol>



<b>702 – BUSINESS ENVIRONMENT AND SUSTAINABLE DEVELOPMENT</b>	
<b>Objective:</b> To make the students understand the transformational policies relating to specific environment and the regulations thereof to control the business practices.	
<b>Outcomes:</b> After the completion of the course students will be able to evaluate the legal, social and economic environments of business. Students will demonstrate sensitivity towards ethical and moral issues and have ability to address them in the course of business. After completion the students can apply decision-support tools to business decision making	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Business Environment</b> : Meaning and Nature of Modern Business, Environment of Business , Economic System, Macro Economic Scenario , Neo-liberal Profile of the Economy (LPG), Business Environment & Strategic Management , Internal Environment , External Environment , Political & Business Society , Consumerism.
<b>MODULE – II</b>	<b>Business and Govt. - in Indian Perspective</b> : Economic Roles of the State and Govt., Economic Planning in India, Export Import Policy, Trade Liberalization, Monetary and Fiscal Policy, Industrial Policy Resolution in India, Indian Economic Policies, Disinvestment Policy, Taxation Policy, Privatisation, Industrial Sickness.
<b>MODULE – III</b>	<b>Financial Environment</b> : Financial Institution , Indian Money Market, Capital Market in India, Stock Market and its Regulation , Currency Convertibility, Exchange Rate Management , RBI, Stock Exchange , Non Banking Financial Corporation , Capital Market Reform and Development.
<b>MODULE – IV</b>	<b>Global Environment:</b> Nature, Why do Companies go Global?, Manifestations of Globalization, Benefits from MNCs, Strategies in Globalization , Functions of WTO, GATT, GATS and its implications in India.
<b>MODULE – V</b>	<b>Managing Environmental Issues and Sustainable Development</b> : Environmental Management as a Competitive Advantage, The Greening of Management , Role of Govt. in Environmental Regulations, Industrialization , Urban Development and Environment, Global Environmental Issues, Sustainable Development , Concepts , Relevance in Modern Business , World Business Council for Sustainable Development (WBCSD) Report.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and / or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. H.L. Ahuja: Economic Environment of Business – (S. Chand).</li> <li>2. Andrew Harison: Business Environment – (OUP).</li> <li>3. Justin Paul: Business Environment , Text and Cases – (TMH).</li> <li>4. Vivek Mittal: Business Environment –(Excel).</li> <li>5. Lawrence and Weber: Business and Society – (TMH).</li> <li>6. Mishra &amp; Puri: Economic Environment of Business – (HPH).</li> <li>7. Cherunilam: Business Environment – (HPH).</li> </ol>



<b>703 – INTERNATIONAL TRADE AND BUSINESS</b>	
<b>Objective:</b> <i>To help students understand the conceptual framework of international trade &amp; business for facilitating the decision process.</i>	
<b>Outcomes:</b> <i>After the completion of the course students will be able to understand the most widely used international business terms and concepts, identify the role and impact of political, economical, social and cultural variables in International Business After completion the students can analyze international business from a multi-centric perspective, avoiding ethnocentrism.</i>	
<b>Contact Hours: 40</b>	
<b>Credit : 4</b>	
<b>MODULE – I</b>	<b>International Trade:</b> Concept, Importance, Benefits of International Trade, International Marketing vs. Domestic Marketing (differences). <b>Theory of International Trade:</b> Theory of Comparative Cost, Factor Proportion Theory.
<b>MODULE – II</b>	<b>Multinational Corporations (MNCs):</b> Definition, Role of MNCs in International Marketing. <b>International Trade Barriers:</b> Meaning, Tariff and Non -Tariff Barriers, Impact of Non-tariff Barriers.
<b>MODULE – III</b>	<b>Organizations and Agreements:</b> WTO (Functions, Principles, Agreements), IMF (Purposes, Facilities Provided by IMF), World Bank (Purpose, Principles, Policies).
<b>MODULE – IV</b>	<b>Foreign Trade of India:</b> Organizational Setup (Autonomous Bodies, Attached and Subordinate Offices), Major Exports and Imports, Concept of Export House, EXIM Policy (2002 -2007) of India (Features and Objectives of the Policy).
<b>MODULE – V</b>	<b>Foreign Exchange Market:</b> Concept, Functions, Methods of International Payment , Concept of Balance of Payment, Concept of Fixed and Flexible Exchange Rate and Convertibility of Rupee.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Bhalla. and Ramu: International Business – (Anmol).</li> <li>2. Cherunilam: International Business: Text and Case – (PHI).</li> <li>3. Justin Paul: International Business – (PHI).</li> <li>4. V.Saran :International Business Concept , Law &amp; Strategy – (Person).</li> <li>5. Charles Hill: International Business – (TMH).</li> </ol>

<b>704 – HUMAN RESOURCE PLANNING AND DEVELOPMENT</b>	
<b>Objective:</b> To help the students in understanding of human resource planning, deployment, maintaining HR information, preparing report on HR performance, measuring the value of human resource and evaluating the effectiveness of HR functions.	
<b>Outcomes:</b> After completion of this course, the student will be able to develop Integrated perspective on role of HRM in modern business, ability to plan human resources and implement techniques of job design Competency to recruit, train, and appraise the performance of employees and rational design of compensation and salary administration Ability to handle employee issues and evaluate the new trends in HRM.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Human Resource Planning:</b> Approaches to Human Resource Planning, Concept, Importance, Objectives, Types of HR Plan, Dimensions of Human Resource Planning Approaches -Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach.
<b>MODULE – II</b>	<b>Human Resource Planning Process :</b> Methods of Demand Forecasting and Supply Forecasting at Micro Level, Managing Surplus and Shortage, Evaluating Human Resource Planning Effectiveness.
<b>MODULE – III</b>	<b>Human Resource Information System:</b> Types of Information, Sources of Information, Method of Data Collection, Procedure of Maintaining HRIS, Human Resource Reporting, Computerised HRIS.
<b>MODULE – IV</b>	<b>HRD Interventions:</b> Strategy, Types and Evaluations, On-the-job Training Methods - Simulation, Job Rotation, Coaching and Mentoring, Classroom training approaches - Lecture Approach, Discussion Methods, Experiential Methods and Computer based Training Methods.
<b>MODULE – V</b>	<b>Evaluation:</b> Purpose of HRD Evaluation, Models and Framework of Evaluation, Kirpatrick's framework and other models, Data Collection for Evaluation, Research Design, Ethical Issues, Assessment of the impacts of HRD Programmes.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Bhattacharya: Human Resource Planning - (Excel).</li> <li>2. Aswathapa: Human Resource and Personnel Management - (TMH).</li> <li>3. Haldar: HRD – (OUP).</li> <li>4. Kandula: Strategic HRD – (PHI).</li> <li>5. T.V.Rao: HRD – (OUP).</li> <li>6. Jyotirmayee Choudhary : Human Resource Planning - (Vrinda)</li> </ol>



<b>705 – FINANCIAL ACCOUNTING FOR DECISION MAKING</b>	
<i><b>Objective:</b> To acquaint students with accounting tools &amp; techniques so as to develop their skills for analysing and presenting financial statements for taking business decisions in contemporary environment.</i>	
<i><b>Outcomes:</b> On successful completion of this course, students will be able to explain accounting concepts and the structure and purpose of financial statements analyse and apply accounting information to facilitate decision makin in contemporary environment.</i>	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Indian Accounting Standards (Ind-AS) :</b> Concept, Benefits, Procedure for issuing Ind-AS in India, Salient Features of Ind-AS issued by ICAI, International Financial Reporting Standards(I FRS), Main Featur es, Uses and Objectives of IFRS, IFRS issued by IASB and Concept of Harmonization and Converge nce, Obstacle in Harmonization and Convergence, Suggestions for increased Convergence and Harmonization.
<b>MODULE – II</b>	<b>Financial Statements Reporting:</b> Financial Reporting & Annual Reports, Disclosures in Annual Reports, Reporting to Management .
<b>MODULE – III</b>	<b>Analysis of Corpo rate Financial Statement s :</b> Income Statements and Balance Sheets through Ratio Analysis and analyzing the Chairman’s Statement, Directors’ Report , Management Discussion & Analysis, Report on Corpor ate Governan ce, Auditor’s Report to evaluate the Financial Soundness of the Company, Unders tanding Financial Statements of Manufacturing and Service Organisations.
<b>MODULE – IV</b>	<b>Responsibility Accounting:</b> Meaning and Significance of Responsibility Accounting, Responsibility Centres – Cost Centre, Profit Centre and Investment Centre, Performance Measurement of Responsibility Centres.
<b>MODULE – V</b>	<b>Introduction to Contemporary Accounting:</b> Activity Based Costing, Balanced Scorecard. Inflation Accounting, Human Resource Accounting, Environment Accounting, Forensic Accounting, Creative Accounting.
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both written and/ or pre sentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Paresh Shah: Financial Accounting for Management – (OUP).</li> <li>2. Narayanswamy: Financial Accounting– (PHI).</li> <li>3. Ruchi Bhatia: Accounting for Management – (HPH).</li> <li>4. Jawaharlal: Financial Accounting – (S. Chand).</li> <li>5. Banerjee: Cost Accounting – (PHI).</li> </ol>

<b>706 – STATISTICAL METHODS FOR DATA ANALYSIS</b>	
<b>Objective:</b> To introduce the students with commonly used statistical techniques and provide guidance on the appropriate use of methodologies for handling practical problems in business decision making.	
<b>Outcomes:</b> Upon successful completion of this course, students will be able to: Organize, manage and present data. Analyze statistical data using Factor Analysis , Conjoint Analysis for Design Analyze statistical data using Discriminant Analysis, Structural Equation Modelling	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Design of Experiments :</b> Principles, Replication, Randomization, Local Control, Uniformity Trial, Error Control, Completely Randomized Design, Randomized Block Design, Latin Square Design, Factorial Experiments, Confounding In 2 <sup>n</sup> , 3 <sup>n</sup> and P <sup>n</sup> Experiments, Split Plot Design, ANOVA.
<b>MODULE – II</b>	<b>Regression Analysis:</b> Curve Fitting by Least Square Method, Second Degree Parabola, K <sup>th</sup> Polynomial, Exponential Curve, Second Degree Fitted to Logarithm , Growth Curves, Modified Exponential, Gompertz Curve, Multiple Coefficient of Determination, Tests of Significance , F-Test, T-Test, Residual Analysis, Auto -correlation, Durbin Watson Test , Logistic Regression.
<b>MODULE – III</b>	<b>Factor Analysis for Data Reduction:</b> Uses, Steps in Analysis, Correlation Matrix, Factor Extraction, Factor Rotation, Making Decisions, Assumptions. <b>Cluster Analysis for Segmentation:</b> Market Segmentation, Criteria, Types, Latent Class Cluster Analysis, Minimum Variance Approach, Discriminant Approach, Distance Measures, K Means Algorithm.
<b>MODULE – IV</b>	<b>Multidimensional Scaling for Positioning:</b> MDS, Purpose, Basic Concepts, Terms Used, Relationship Between MDS, Factor Analysis & Discriminant Analysis, Attributes Based Data, Advantages & Disadvantages, Non Attributes Based Data, Data Input , Direct vs. Derived, Correspondence Analysis. <b>Conjoint Analysis for Design:</b> Conjoint Analysis, Usefulness , Terms Used, Model Formulation, Method, Pair wise Approach, Full Profile Approach, Input Data, Outputs, Reliability and Validity, Assumptions and Limitations, Hybrid Conjoint Analysis.
<b>MODULE – V</b>	<b>Attribute Based Discriminant Analysis:</b> Perceptual Mapping, Discriminant Analysis, Cut-off Value Method, Canonical Discriminant Function. <b>Structural Equation Modelling:</b> Rationale, Purpose, Traditional Methods vs. SEM, SEM Process, Path Diagram, Types of Model Identification, Regression Path Analysis.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>Cooper, Schindler: Business Research Methods – (TMH).</li> <li>Rajendra Nargundkar : Marketing Research -Text &amp; Cases – (TMH).</li> <li>Malhotra and Birks: Marketing Research – (PHI).</li> <li>Anderson: Statistics For Business And Economics – (Cengage).</li> <li>Levin And Rubin: Statistics For Management – (Pearson).</li> <li>Hair &amp; Blak: Multivariate Data Analysis –(Pearson).</li> <li>Banamali Mohanty : Statistics for Behavioral Science - (Sage)</li> </ol>



<b>707 – RELATIONAL DATABASE MANAGEMENT SYSTEM</b>	
<b>Objective:</b> To familiarize the students with the design, development & application of RDBMS in business.	
<b>Outcomes:</b> Upon successful completion of this course, students will be able to understand the database concepts, database management system have a high-level understanding of major DBMS components and able to create model an application's data requirements using conceptual modeling tools like ER diagrams and design database schemas based on the conceptual model, and indexes, insert/update/delete data, and query data in a relational DBMS.	
<b>Credit : 4</b>	<b>Contact Hours: 40</b>
<b>MODULE – I</b>	<b>Introduction :</b> Data Models, Network, Relational, Database Language s, SQL, Database Design and ER Modelling, Normalization , Relational Database Design, Application Design and Development.
<b>MODULE – II</b>	<b>Storage and File Structure:</b> Overview of Physical Storage Media, Magnetic Disks, RAID, Storage Access, File Organization, Organization of Records in Files, Data Dictionary Storage.
<b>MODULE – III</b>	<b>Transaction Management:</b> Concurrency Control, Database Security & Authorization, Recovery System, Data Analysis & Data Mining, Information Retrieval.
<b>MODULE – IV</b>	<b>Database System Architecture:</b> Parallel Databases, Distributed Databases, Object Based Databases.
<b>MODULE –V</b>	<b>Query Processing and Optimisation:</b> Overview, Measure of Query Cost, Selection Operation, Sorting, Join Operator, Evaluation of Expressing.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Ramakrishna: Database Management System – (TMH).</li> <li>2. Gerald: Database Management System – (TMH).</li> <li>3. Leon: Database Management System – (Vikas).</li> <li>4. Ullman: Principles of Database management – (Galgotia).</li> <li>5. Narang: Database Management Systems – (PHI).</li> <li>6. Desai: Introduction to Data Analysis System – (Galgotia).</li> <li>7. Everest : Database Management – (TMH).</li> <li>8. C.J.Date: Introduction to Database System – (Pearson).</li> <li>9. Sudarshan: Database System Concepts – (TMH).</li> </ol>

<b>708 – B2B MARKETING</b>	
<b>Objective:</b> To make the students learn about business marketing provides theoretical and case based concepts for those interested to work in business to business market .	
<b>Outcomes:</b> Upon successful completion of this course, students will be able to understand the unique needs of business customers and succeed in marketing and management roles within B2B businesses, organizational buying and selling models; launching B2B products and services; pricing a product line; sales management and support; managing distribution partners; and social media for B2B promotion.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Basic Dimensions:</b> The Industrial Marketing System, The Industrial Marketing Concept, The Demand for Industrial Goods.
<b>MODULE – II</b>	<b>Industrial Purchasing System:</b> The Various Dimensions of Industrial Buyer, Buyer Characters, Types of Purchasing Organization, Purchasing System, Value and Vendor Analysis.
<b>MODULE – III</b>	<b>Marketing Strategy:</b> Marketing Intelligence, Product & Service Components, Performance and the Marketing Intelligence System, Product Definition, Service Definition.
<b>MODULE – IV</b>	<b>Channel Strategies:</b> Industrial Distributors, Manufacturers and Sales Agent, Manufacturers' Branch Houses, Formulation of Channel Strategy, Conditions affecting Price of Industrial Product.
<b>MODULE – V</b>	<b>Price and Promotion Components:</b> Pricing Decisions, New Product Introduction, Competitive Action Pricing Policies, Industrial Advertising, Personal Selling, Selecting, Training, Supervision and Compensating Sales Persons.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Michael D. Hutt : Business Marketing Management: B2B – (Cengage)</li> <li>2. Ross, Raymond &amp; Louise: B2B – (Sage)</li> <li>3. Havaldar: Business Marketing: Text &amp; Cases – (TMH)</li> <li>4. Sharad Sarin: Business Marketing: Concepts &amp; Cases – (TMH)</li> <li>5. Mark &amp; Charlie: B2B Marketing : A step by step guide – (Penguin)</li> </ol>



<b>801 – OPERATION RESEARCH</b>	
<i>Objective: To familiarize the students with the tools and techniques of OR &amp; its applications for solving business problems.</i>	
<i>Outcomes: Upon successful completion of this course, students will be able to Identify and develop operational research models from the verbal description of the real system. The students able to Understand the mathematical tools that are needed to solve optimisation problems, analyse the results and propose recommendations in language understandable to the decision-making processes in Management.</i>	
<b>Credit : 4</b>	<b>Contact Hours: 40</b>
<b>MODULE – I</b>	<p><b>Linear Programming :</b> Introduction and Historical Development, General Statement in LPP, Assumptions Underlying LPP Model Formulation, Graphical Approach, Maximization &amp; Minimization Case, Simplex Method, Artificial Variable Technique(Big M Method), Two Phase Simplex Method, Dual Simplex Method, Duality in LPP, Post Optimality/ Sensitivity Analysis.</p> <p><b>Integer Programming:</b> Cutting Plane Algorithm, Gomory’s Fractional Cut, Branch &amp; Bound Method.</p> <p><b>Goal Programming:</b> Single Goal, Multiple Goals, Non Preemptive &amp; Preemptive Goal Programming.</p>
<b>MODULE – II</b>	<p><b>Transportation Problem:</b> North West Corner Rule, Least Cost Method or Matrix Minima Method, Vogel’s Approximation Method (VAM), Stepping Stone Method, Modified Distribution Method, Unbalanced Transportation Problem, Maximization in Transportation Problem, Degeneracy in Transportation Problem.</p> <p><b>Assignment Model:</b> Difference between Transportation &amp; Assignment Model, Hungarian Method, Unbalanced Assignment Problem, Maximization in Assignment Problem, Prohibited Assignment, Travelling Salesman Problem.</p> <p><b>Sequencing Problem:</b> Terminology, Assumptions, N Jobs Thru’ 2 Machines, Johnson’s Rule, N Jobs Thru’ 3 Machines, N Jobs Thru’ K Machines, 2 Jobs Thru’ K Machines, Graphical Solution.</p>
<b>MODULE – III</b>	<p><b>Decision Theory:</b> What is Decision, Two Phases of Decision Making, Steps in Decision Making, Characteristics of Decision Making, Decision Making Circumstances, Terminology, Decision Under Uncertainty, Maximax, Maximin, Minimax, Minimin, Laplace, HURWICZ Criteria, Savage Criteria, Decision Under Risk, EMV, EOL, EVPI, EPPI, Decision Tree, Roll Back Process, and Advantages &amp; Limitations of Tree Approach.</p> <p><b>Game Theory :</b> Classifications, Pure &amp; Mixed Strategy, Two Person Zero Sum Game , Saddle Point, Dominance Rule, Subgame Method, Graphical Method, Iterative Method of Approximate Solution, Linear Programming Approach.</p> <p><b>Simulation:</b> Classifications, Advantages, Limitations, Monte Carlo Simulation Technique , Generation of RandomNumbers.</p>
<b>MODULE – IV</b>	<p><b>Replacement Theory:</b> Replacement for Gradual Deterioration, Replacement for Sudden Failure, Reliability &amp; System Failure Rates.</p> <p><b>Network Scheduling:</b> Why PERT/ CPM?, Characteristics of PERT/ CPM, Terminology Network Construction, Estimation of Activity Time, Time Cost Relationship (Crashing), Time Cost Optimization, CPM Updating, Resource Allocation, Resource Levelling, Resource Smoothing.</p> <p><b>Markov Analysis :</b> Introduction, Brand Switching, Assumptions, Markov Process, Markov Analysis, Input &amp; Output, Steady State Probability, Absorbing Chain.</p>
<b>MODULE – V</b>	<p><b>Inventory Control :</b> Classification, Why Inventory, Advantages, Factors in Inventory Control, Costs Involved in Inventory, Systems in Inventory Control, P, Q, PQ, ABC, XYZ, VED, SDE, HML, NMG, FNSD Analysis, Economic Order Quantity, Deterministic Model with no Shortages, EOQ with Several Production Runs o f Unequal Length, Deterministic Problem with Shortages.</p> <p><b>Queuing Theory:</b> Historical Development, Input Source, Queue, Service Discipline, Service Mechanism, System Output, Customer Behaviour, Terminology, Steady, Transient and Explosive States, Deterministic and Probabilistic Models, Single Server Poisson Arrival with Exponential Service Infinite Population, Cost Analysis.</p>
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggeste d Readings:</b>	<ol style="list-style-type: none"> <li>1. Swarup, Gupta and Mohan: Operation Research – (Sultan Chand).</li> <li>2. Hillier, Lieberman : Operation Research – (TMH).</li> <li>3. N. D. Vohra : Quantitative techniques for management – (TMH).</li> <li>4. J. K. Sharma: Quantitative techniques – ( Mcmillan). Taha:</li> <li>5. Operation Research – (PHI).</li> <li>6. Tripathy: Operation Research – (Kalyani).</li> <li>7. Kapoor: Operation Research – (Sultan Chand).</li> </ol>



<b>802 – ENTERPRISE RESOURCE PLANNING</b>	
<b>Objective:</b> To make the students understand the business process of an enterprise & the use of ERP for achieving better results in an organisation.	
<b>Outcomes:</b> Upon successful completion of this course, students will be able to understand and gain insight into process views of organizations and tools and techniques used to model both as-is and to-be models. Apply the process modeling techniques in one or more modeling environments. Know and be able to apply key technical terminology in enterprise information systems as they apply in different ERP products and development methods	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours :40</b></span>	
<b>MODULE – I</b>	<b>ERP an Overview :</b> Benefits of ERP, ERP and Related Technology, BPR, Data Warehousing, Data Mining, Online Analytical Processing, Supply Chain Management .
<b>MODULE – II</b>	<b>ERP Implementation:</b> To Be or Not To Be, ERP Implementation Life Cycle, Implementation Methodology, Organizing the Implementation, Vendors, Consultants and Users, Project Management and Monitoring.
<b>MODULE – III</b>	<b>The Business Modules:</b> Business Modules in an ERP Package, Finance, Production , Materials Management , Sales and Distribution, Quality Management .
<b>MODULE – IV</b>	<b>The ERP Market:</b> ERP Market Place, SAP AG, People SOFT, Load, SSA.
<b>MODULE – V</b>	<b>ERP Present &amp; Future:</b> Turbo Charge, The ERP System, EIA, EFP and E-Commerce, ERP and Internet , Future Directions in ERP.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Garg: ERP: Concepts and Practices – (PHI).</li> <li>2. Alexis Leon : ERP: Demystified –(TMH).</li> <li>3. Altekhar: Enterprise Resource Planning : Theory &amp; Practice –(PHI).</li> <li>4. Nick Obolensky: Practical Business Re-engineering – (Kogan Page ).</li> </ol>



<b>803 – RETAIL MANAGEMENT</b>	
<b>Objective:</b> To focus on the perspectives of manufacturers on retailers and understanding of retail business and the practice of retailing for the students.	
<b>Outcomes:</b> Upon successful completion of this course, students will be able to understand the contribution of retailers to the product value chain; consumer motivations, shopping behaviors, and decision processes for evaluating retail, offering and purchasing merchandise and services; how retailer's differentiate their offering as an element in their corporate strategy; supply chain and information systems, and customer retention programs.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction to Retailing :</b> An Overview , Definition, Scope, Nature and Benefits of Retailing, Retail Industry and Economy, Theories of Retail Development , Concept of Retail Life Cycle, Classification of Retail Stores, Indian Retail Scenario and its Future Prospects.
<b>MODULE – II</b>	<b>Retail Strategy:</b> Understanding the Retail Consumer, Consumer Behavior in Retail, Drivers of Retail Shopping, The Factors influencing Retail Shopper, Consumer Decision Making Process and its type, Market Segmentation in Retailing, Store Location , Types of Retail Location & Steps involved in choosing a Retail Location, The Marketing Mix and the Retail Product.
<b>MODULE – III</b>	<b>Merchandise Management :</b> Merchandising Assortment Planning , Category Management , Setting Financial Objectives, Measuring Inventory Turnover, Sales Forecast , Assortment Planning and Product Mix Plan, Purchasing System , Merchandise Budget Plan, Merchandise Purchasing System, Inventory Management , Branding Strategies and Global Sourcing Decisions, Merchandise Pricing and Retail Promotion, Setting the Retail Price, Pricing Strategies and Practices, Retail Promotion Mix and Methods of Communicating with the Consumers.
<b>MODULE – IV</b>	<b>Managing the Retail Store :</b> Store Management , Role of Managers and Other Personnel, Managing the Retail Personnel, Providing Customer Service and Detecting and Preventing Shoplifting, Store Layout, Design & Visual Merchandising , Creating Store Image, Buying Environment , Merchandise Presentation Techniques, Visual Merchandising and Atmospheric , Customer Service, Gaining Strategic Advantage, Nature & Types of Customer Service and Customer Evaluation of Service Quality, Retail Selling, Role of Sales Person, Requirements for Effective Selling and Handling Customer Objections.
<b>MODULE – V</b>	<b>Contemporary Issues in Retailing :</b> Logistics and Information System , Information Flow, Retail Information System, Retail Logistics, Information System in Retail Logistics, Value Added Network and Technology in Retail Logistics, Legal and Ethical Issues in Retailing & Social Responsibilities of Retailing, Careers in Retailing, Getting into Retail Industry , Traits and Personality of Retailers , Retailing as a Career and Future of Retailing.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Harsa Bardhan: Retail Management – (Excel).</li> <li>2. Bajaj and Tuli: Retail Management – (Pearson).</li> <li>3. Swapna Pradhan: Retail Management: Text and Cases – (TMH).</li> <li>4. Sheikh &amp; Fatima: Retail Management – (HPH).</li> <li>5. Suja Nair: Retail Management – (HPH).</li> <li>6. Pandit: Retail Management – (TMH).</li> <li>7. Srivastava: Retail Management – (OUP).</li> </ol>

<b>804 – STRATEGIC FINANCIAL MANAGEMENT</b>	
<b>Objective:</b> To familiarise the students about the application of financial management theories and techniques for strategic decision makings.	
<b>Outcomes:</b> Upon successful completion of this course, students will be able to understand and Evaluate financial performance by analyzing financial statements with key ratios, trends, and industry benchmarks. Evaluate capital investment projects by estimating cost of capital and risk adjusted net cash flows using appropriate capital budgeting principles and tools and taking value based management decisions.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Strategic Financial Management:</b> Financial Policy and Corporate Strategy, Strategic Decision Making Framework, Economic Environment of Business, Interface of Financial Policy and Strategic Management, Balancing Financial Goals vis-a-vis Sustainable Goals, Corporate Risk Management, and Corporate Governance.
<b>MODULE – II</b>	<b>Corporate Restructuring:</b> Meaning and Definitions, Motives & Significance of Corporate Restructuring, Kinds / Forms of Corporate Restructuring, Choice of Corporate Restructuring, Present Scenario of Corporate Restructuring, Limitation of Corporate Restructuring, Corporate Restructuring: A Strategic Perspective.
<b>MODULE – III</b>	<b>Mergers, Acquisitions and Takeover:</b> Meaning of Merger and Acquisition, Categories, Purposes, Types, Process of M&A - Identification and Valuation of the target acquisition through negotiation, Due Diligence, Post Mergers Integration, Legal and Regulatory Requirement, Tax Implication, Effects of Mergers, Major Causes of M & F Failures, Corporate Take Over's, Cross Border Takeover, Forms of Take-over Defenses, Going Private and other Controlled Transactions: LBO, MBO.
<b>MODULE – IV</b>	<b>Concepts of Valuation :</b> Valuation of Enterprise using Market Comparable, Price to Earnings, Price to Earning to Growth, Market to Book Value, Enterprise Value to EBITDA, Enterprise Value to Cash Flow, Enterprise Value to Sales, EVA & MVA.
<b>MODULE – V</b>	<b>Value Based Management :</b> Strategic Cost Management, Activity Based Costing, Value Analysis and Value Engineering, Target Costing, TQM and JIT, McKinsey Approach, Cost Control and Cost Reduction, Product / Project Life Cycle Costing, Kaizen Technique.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Marshal J.F., Bansal V.K : Financial Engineering – (PHI).</li> <li>2. Shiva Rama: Strategic Alliances – (Response).</li> <li>3. M.Dutta: Management Control Systems – (S.Chand).</li> <li>4. Jawaharlal: Advanced Management Accounting – (S.Chand).</li> <li>5. Ravi M Kishore: Strategic Financial Management – (Taxmann).</li> </ol>



<b>FM805 – WORKING CAPITAL POLICIES AND STRATEGIES</b>	
<i><b>Objective:</b> To educate the students about the importance of working capital management concepts &amp; its applications in corporate financial management .</i>	
<i><b>Outcomes:</b> Upon successful completion of this course, students will be able to understand and Evaluate comparative working capital management policies and their impact on the firm’s profitability, liquidity, risk and operating flexibility. The students are able use different tools and techniques to enhance the decision-making process with integration of cash, credit and other short-term topics and policies.</i>	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Working Capital Management :</b> Meaning and Definition of Working Capital, Components of Working Capital, Importance of Working Capital, Kinds of Working Capital, Operating and Cash Conversion Cycle, Reasons for Change in Working Capital, Dangers of Excessive and Inadequate Working Capital, Determinants of Working Capital, Assessment of Working Capital Requirements, Estimating Working Capital Needs.
<b>MODULE – II</b>	<b>Cash Management :</b> Nature of Cash, Motives for Holding Cash, Factors Determining Cash Needs, Advantages of Maintaining Optimum or Adequate Cash, Objectives of Cash Management , Issues in Cash Management , Managing the Cash Flows, Cash Concentration Strategies, Cash Collection Instruments, Cash Disbursement Tools, Cash Budget , Cash Management Models - Baumol Model and Miller Orr Model, Marketable Securities, Investment Opportunities of Surplus Funds .
<b>MODULE – III</b>	<b>Receivables Management :</b> Meaning of Receivables, Cost of Maintaining Receivables, Factors Determining the Size of Receivables, Forecasting the Receivables, Meaning and Objectives of Receivables Management , Advantages and Benefits of Receivables Management , Formulation of Credit Policies, Collection Policy and Procedures, Monitoring and Control of Accounts Receivables, Concept of Factoring.
<b>MODULE – IV</b>	<b>Inventories Management :</b> Meaning and Definition of Inventory, Characteristics, Types, Functions of Inventories, Need to hold Inventories, Factors affecting the volume of Inventories, Advantages of Inventory, Disadvantages of Excessive or Inadequate Inventories, Meaning and Definition of Inventory Control, Objectives of Inventory Control Management, Costs Associated with Inventory Management, Inventory Control Techniques and Systems.
<b>MODULE – V</b>	<b>Working Capital Finance:</b> Financing of Permanent Working Capital, Financing of Temporary Working Capital, Working Capital Finance by Commercial Banks, Determining the Working Capital Financing Mix, New Trends in Financing Working Capital by Banks, Working Capital Analysis.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. B.K.Bhalla: Working Capital Management –(Anmol).</li> <li>2. A.K.Bhattacharya: Working Capital Policies and Strategies – (PHI).</li> <li>3. Hampton &amp; Wagner: Working Capital Management – (JWS).</li> <li>4. Scherr: Modern Working Capital Management – (PHI).</li> <li>5. Periasamy: Working Capital Management – (HPH).</li> </ol>

<b>FM806 – MERCHANT BANKING AND FINANCIAL SERVICES</b>	
<b>Objective:</b> To familiarize the students with various financial services rendered to the beneficiaries by merchant bankers authorized to render such services.	
<b>Outcomes:</b> After completion of this course, the student will be able to Understand the role and function of the financial system in reference to the macro economy, demonstrate an awareness of the current structure and regulation of the Indian financial services sector and evaluate and create strategies to promote financial products and services.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<p><b>Financial Services:</b> Introduction, Meaning, Scope, Classification of Financial Services Industry, Causes for Financial Innovation, New Financial Products and services.</p> <p><b>Merchant Banking:</b> Nature, Scope, Qualities of a Merchant Banker, SEBI guidelines for Merchant Bankers, Regulations of Merchant Banking Activity, Structure of Merchant Banking Industry, Progress of Merchant Banking Industry in India.</p>
<b>MODULE – II</b>	<p><b>Hire Purchase:</b> Definition, Features, Legal Position, Hire Purchase and Credit Sale, Hire Purchase and Installment Sale.</p> <p><b>Lease Financing:</b> Definition, Origin, and Development of Leasing in India, Classification, Advantages and Disadvantages of Leasing, Accounting Treatment of Lease, Hire Purchase vs. Lease.</p>
<b>MODULE – III</b>	<p><b>Mutual Funds:</b> Introduction, Concepts, Origin and Growth, Types, Organization of Mutual Fund, Advantages and Disadvantages of Mutual Funds.</p> <p><b>Credit Rating:</b> Concept, Importance of Credit Rating, Credit Rating agencies in India and their activities, Benefits and Limitations of Credit Rating, Emerging avenues of Rating Services.</p>
<b>MODULE – IV</b>	<p><b>Factoring and Forfeiting:</b> Definition, Mechanisms, Characteristics, Types, Legal Aspects, Advantages and Disadvantages, Factoring vs. Bills Discounting, Indian Scenario, Forfeiting, Factoring vs. Forfeiting.</p> <p><b>Securitization and Mortgage:</b> Definition, Meaning, Features, Need, Purpose, Benefits, Global and Indian Scenario, Limitations, Securitization as a Risk Management tool, Mortgage.</p>
<b>MODULE – V</b>	<p><b>NBFC:</b> Origin, Scope, Functions, Role of NBFCs in rendering financial services, RBI regulations, Categories of NBFCs, Venture Capital finance by NBFC.</p> <p><b>Venture Capital:</b> Concept, Meaning, Features, Activities, Scope, Importance, Guidelines, Methods of Venture Financing, Suggestions for growth of Venture Capital.</p>
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. S. Guruswamy: Financial Markets and Institutions – (TMH).</li> <li>2. Gordon and Natrajan: Financial Market and Services – (HPH).</li> <li>3. Gupta and Agarwal: Financial Services – (Kalyani).</li> <li>4. Nalini P. Tripathy : Financial Instruments and Services – (PHI).</li> <li>5. J.C. Verma : A manual of Merchant Banking – (Bharat Law House).</li> <li>6. M.Y. Khan: Financial Services – (TMH).</li> <li>7. Pathak: Indian Financial System – (Pearson).</li> </ol>



<b>MM805 – CONSUMER BEHAVIOR</b>	
<b>Objective:</b> To help the students in understanding of the consumer decision-making process and its applications in developing marketing strategies of a firm.	
<b>Outcomes:</b> After completion of this course, the student will be able to apply relevant consumer behaviour theories in understanding the impact of marketing strategies and able to develop critical and reflexive understandings of the nature of consumption, markets and culture. The students are able to develop different models of consumer behaviour for business.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction:</b> Concept, Nature and Scope, Application, Consumer Decision Making Process. <b>Theories of Consumer Behaviour:</b> Learning Theory, Psychoanalytic Theory, Gestalt , Cognitive Theory and others.
<b>MODULE – II</b>	<b>Consumer Decision:</b> Process Approach - Problem Recognition , Information Search, Alternative Evaluation, Buying Process & Post Purchase Evaluation, Consumer Segmentation - Psychographics & VALS-I & II.
<b>MODULE – III</b>	<b>Individual Determinants of Behavior:</b> Personality & Self Concept, Perception, Attitudes (Structural Models of Attitudes, Tri-Component Attitude Model, Multi Attribute Model), Learning & Memory, Motivation & Involvement.
<b>MODULE – IV</b>	<b>Group Influence on Consumer Behaviour:</b> Social Class, Social Groups, Opinion Leaders, Measurement of Opinion Leadership. <b>Family:</b> Role & Structure, Family Life Cycle, Purchasing Decisions, Changing Role of Families. <b>The Influence of Culture on Consumer Behavior:</b> Culture, Sub-Culture, Characteristics of Culture, Cultural Values , Cultural Changes , Cultural Relevance to Marketing Decisions, Cross Cultural Understandings.
<b>MODULE – V</b>	<b>Models of Consumer Behaviour:</b> Diffusion of Innovations, Howard -Seth Model, Engle - Blackwell-Kollat, Nicosia Model, Psychological Field, Seth's Family Decision - Making Model, Blackbox Models.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Satish K. Batra &amp; S H Kazmi: Consumer Behaviour – (Excel).</li> <li>2. Martin Khasn : Consumer Behaviour – (New Age).</li> <li>3. Engle: Consumer Behaviour – (Chicago).</li> <li>4. Mowen &amp; John: Consumer Behaviour – (McMillan).</li> <li>5. Hawkins: Consumer Behaviour – (McMillan).</li> <li>6. Laudon Della Bitta : Consumer Behaviour – (TMH).</li> <li>7. Srivastava &amp; Khandi: Consumer Behavior – (Galgotia).</li> <li>8. Schiffman : Consumer Behaviour – (Pearson).</li> </ol>

<b>MM806 – SALES AND DISTRIBUTION MANAGEMENT</b>	
<b>Objective:</b> To acquaint the students with the concepts in developing a sound sales and distribution policy in organizing and managing sales force and marketing channels.	
<b>Outcomes:</b> After completion of this course, the student will be able to Identify issues related to design and implementation of Sales Strategy related to improving performance of Sales Team. The students will be able to implement channel strategies motivate and lead sales force framing policies and plan for sales organization and channels	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>The Sales Perspective :</b> Introduction to Sales Management , Definition , Scope, Nature and Evolution of Sales Management , Environmental Changes and Electronic Revolution, The Sales Organisations, Types and Designing of Sales Organisations, Sales Force Structure, Sales Functions and Policies, The Roles and Functions of Sales Manager, Organizing the Sales Efforts, Responsibilities of Sales Executives and Policies of Sales Management , Personal Selling, Sales Development, Sales Force Objectives, Sales Force Strategies, Theories and Approaches of Personal Selling and Automation in Personal Selling.
<b>MODULE – II</b>	<b>Planning the Sales Effort:</b> Sales Planning , Its Importance, Planning, Organizing and Controlling Sales Activities, Sales Budget , Nature, Purpose and Mechanism , Principles of Budgeting , Types of Budgets , Methods of Budgeting , Estimating Market Potential & Forecasting Sales , Need and Importance for Assessment, Methods of Forecasting, Difficulties of Forecasting, Setting Sales Quota, Need and Importance of Quota Setting, Types of Sales Quota, Methods of Setting Sales Quota, Managing and Controlling People through Quotas.
<b>MODULE – III</b>	<b>Organising and Directing Sales Efforts :</b> Hiring & Training Sales Personnel , Recruitment and Selection of Sales Persons, Types of Sales Training, Designing Sales Training Programmes, Time & Territory Management ,Need and Importance of Time Management , Criteria and Method for Territory Design, Operating through Territory Management System, Compensating Sales Personnel ,Needs, Objectives, Characteristics of Compensation Plan, Types and Designing Compensation Plans, Motivating the Sales Force, Concept and Theories of Motivation , Productivity of Sales Force, Designing Sales Force Motivation Plans, Evaluating Sales Force Performance , Determinants of Performance, Purpose , Criteria and Methods of Sales Force Evaluation.
<b>MODULE – IV</b>	<b>Distribution Management :</b> Marketing Logistics ,Nature and Functions of Logistics Management , Physical Distribution Management , Materials Handling, Technology in Logistics, Physical Distribution System ,Retailing , Wholesaling, Transportation and Warehousing , Logistics and Information System , Information Flow, Retail Information System, Retail Logistics, Value Added Network.
<b>MODULE – V</b>	<b>Channel Management :</b> Marketing Channels , Its Evolution, Channel Members and their Roles, Channel Structure and its Design, Channel Integrations, Channel Management ,Recruiting Channel Members, Motivating and Evaluating Channel Members, Modifying Channel Arrangements, Evaluating Channel Performance and Managing Channel Conflicts, Channel Information System (CIS),Elements and Data Base for CIS, Impact of CIS on Channel Flow and Channel Relationship.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Panda and Sahadev: Sales &amp; Distribution Management – (Excel).</li> <li>2. Cundiff, Still and Govin: Sales Management –(TMH).</li> <li>3. Havaldar &amp; Cavale: Sales &amp; Distribution Management – (TMH).</li> <li>4. Chunnwala: Sales &amp; Distribution Management –(HPH).</li> <li>5. S.L. Gupta: Sales &amp; Distribution Management –(Excel).</li> </ol>



<b>HRM805 – COMPENSATION MANAGEMENT</b>	
<b>Objective:</b> To promote understanding of issues relating to the compensation for human resources in organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies among the students.	
<b>Outcomes:</b> After completion of this course, the student will be able to Relate compensation management to behavioral theories and concepts and within the wider context of human resources management, describe the process and evaluate the implications of job evaluation, Identify the internal and external environmental factors that have an impact on the pay structure of an organization and demonstrate an understanding of the process of designing a pay structure taking account of the company environment	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Compensation Management :</b> Conceptual Framework of Compensation Management, Concept and Components of Wages, Theories of Wages, Subsistence Theory, Wage Fund Theory, Marginal Productivity Theory, Residual Claimant Theory, Bargaining Theory, Criteria of Wage Fixation, Methods of Payment, Broad Banding, Executive Compensation, Emerging Trends of Compensation Management in IT Industries.
<b>MODULE – II</b>	<b>Wage Determination :</b> Principles of Wage and Salary Administration, Job Evaluation, Concept, Scope, Methods and Techniques, Performance Based Pay Systems, Knowledge Based Pay System, Market Based Pay System, Incentive Based Pay System, Types of Incentive Plans, Wage Differentials.
<b>MODULE – III</b>	<b>Job Evaluation :</b> Concepts and Methods, Performance Incentives, Requirements of Effective Incentive System, Merit Pay System, Incentives for Executives and Lower Level Employees, Team Incentives, Organization Wide Incentives, Profit Sharing, Gain Sharing and Employee Stock Option Plans.
<b>MODULE – IV</b>	<b>Wage Administration in India:</b> Wage Policy in India, Methods of Wage Determination in India, The Pay Commission, Wage Boards, Structure, Scope and Functions, Role of Collective Bargaining in Wage Determination, The Rate of Minimum Wages.
<b>MODULE – V</b>	<b>The New World of Employee Benefits:</b> Strategic Coordination in the Design of Benefit Programmes, Components of the Benefit Package, Cost, Security and Health Benefits, Cost to Company, Concept of Compensation.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Wayne F. Cascio : Managing Human Resources – (TMH).</li> <li>2. Sharma: Understanding Wage systems – (HPH).</li> <li>3. Singh: Compensation and Reward Management – (Excel).</li> <li>4. Henderson: Compensation Management – (Pearson).</li> <li>5. Venkatratnam : Compensation – (TMH).</li> <li>6. Bhattacharyya: Compensation Management – (OUP).</li> </ol>



<b>HRM806 – INDUSTRIAL RELATIONS</b>	
<b>Objective:</b> To help the students in gaining conceptual understanding of industrial relations and exploring the contemporary knowledge and practices in this field.	
<b>Outcomes:</b> After completion of this course, the student will be able to elaborate the concept of Industrial Relations, illustrate the role of trade union in the industrial setup, outline the important causes & impact of industrial disputes, elaborate Industrial Dispute settlement procedures and Student should be able to summarize the important provisions of Wage Legislations.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Industrial Relation :</b> Concept , Scope and Approaches to Industrial Relations, Unitary, Pluralistic, and Radical Approach, Industrial Relations Systems (IRS), Values in IR, Role of State in Industrial Relations in India.
<b>MODULE – II</b>	<b>Trade Unionism :</b> Concept , Structure and Function, Union Registration and Recognition , Theories on Trade Unionism , Selling Pearl Man, Sidney and Beatrice Webb , Karl Marx, Robert Hoxie and Mahatma Gandhi , White Collar Trade Unions , Trade Union Movement in India.
<b>MODULE – III</b>	<b>Collective Bargaining:</b> Meaning, Concept and Functions, Types of Bargaining, Process of Bargaining, Emerging Trends in Collective Bargaining, Theories of Collective Bargaining by M.W. Chamberlain, Allan Flanders , Walton Mckersie and Sidney & Beatrice Webb , Levels of Bargaining and Agreements, Negotiation Techniques and Skills.
<b>MODULE – IV</b>	<b>Industrial Dispute:</b> Causes, Types, Methods of Settlement of Dispute in India, Code of Discipline and Grievance Management.
<b>MODULE – V</b>	<b>Tripartism:</b> Tripartism and IR, ILC & SLC, ILO, Structure and Functions, Conventions and Recommendations, Bipartism link with Tripartism, Strengthening Tripartite Social Dialogue. <b>Workers Participation in Management:</b> Concept, Scope, Levels and Functions, Forms of Workers' Participation, Workers' Participation in other Countries.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. C.S. Venkata Ratnam: Industrial Relations – (OUP).</li> <li>2. Sinha &amp; Shekhar: Industrial Relations – (Pearson ).</li> <li>3. Mamoria &amp; Gankar: Dynamics of Industrial Relations – (HPH).</li> <li>4. P. Subba Rao: HRM &amp; Industrial Relations – (HPH).</li> <li>5. Monappa: Industrial Relations – (TMH).</li> </ol>



<b>OM805 – SERVICE OPERATIONS MANAGEMENT</b>	
<i><b>Objective:</b> To acquaint the students with different service operations and its applications in decision making, planning, design, delivery, quality and scheduling of operations.</i>	
<i><b>Outcomes:</b> After completion of this course, the student will be able to analyse the types of service operations and operational parameters, Evaluate and compare strategies leading to improvement of service operations quality that are imperative for organisational success. After completing the course the students are able to implement statistical methods and management techniques to monitor, control and improve service processes of an organisation.</i>	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Growing Role of Services in an Economy and Challenges in Management of Service Operations:</b> Service Operations Characteristics, The Service Process Matrix, Service Encounters, Service Strategy and Competitiveness, Measuring Service Productivity, New Service Development, Service Blueprinting, Service Process Design.
<b>MODULE – II</b>	<b>Technology in Services:</b> Technology in Service Encounter, Internet Services and E-Business Models, Technological Innovation in Services, Service Benchmark. <b>Managing Demand and Supply in Services:</b> Strategies for Managing Demand, Strategies for Managing Capacity, Yield Management.
<b>MODULE – III</b>	<b>Dynamics of Service Delivery System:</b> Scheduling for Service Personnel and Vehicles, Waiting Line Analysis, Distribution of Services, Product Support Services. <b>Dimensions of Service Quality:</b> The GAPS Model of Service Quality, Measurement and Control of Quality of Services, Service Recovery, Service Guarantees.
<b>MODULE – IV</b>	<b>Service Inventory Systems:</b> Characteristics of Service Inventories, Service Inventory Control System, EOQ Model, Perishable Goods Model, Retail Discounting Model, Maintenance of Services.
<b>MODULE – V</b>	<b>Out Sourcing of Services:</b> Managerial Considerations, Growth and Globalization of Services, Domestic Growth and Expansion Strategies, Franchising, Global Service Strategies.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Haksever &amp; Murdick: Service Management &amp; Operations – (Pearson).</li> <li>2. Fitzsimmons: Services Management &amp; Operations Strategy – (TMH).</li> <li>3. Sharma: Service Operations Management – (Anmol).</li> <li>4. Collier David: Service Management &amp; Operating Decisions – (PHI).</li> <li>5. Fitzsimmons &amp; Sullivan: Services Operations Management – (TMH).</li> </ol>

<b>OM806 – SUPPLY CHAIN MANAGEMENT</b>	
<b>Objective:</b> To impart knowledge and understanding to students on supply chain management and its relevance to today's business operations.	
<b>Outcomes:</b> After completion of this course, the students will be able to understand the fundamentals of elements and functions of supply chain, role of drivers and demand forecasting, applying various techniques of inventory management and their practical situations, The student will be able to analyze how supply chain decisions related to facility location can be applied to various industries and designing the supply chain by using various models.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Supply Chain Foundations :</b> Meaning, Scope, Importance of Supply Chain Management , Competitive and Supply Chain Strategies , Value Chain, Drivers and Obstacles in Supply Chain Performance, Customer Focus , Channel Integration , Customer Service , Elements of Customer Service, Determination of the Customer Service Level, Developme nt of Customer Service Package.
<b>MODULE – II</b>	<b>Procure ment Logistics:</b> Role of Sourcing in a Supply Chain, Supplier Scoring and Assessment, Supplier Selection and Contr acts, Collaboration between Supplier and Manufactur er, Procur ement Pr ocess, Supplier Development.
<b>MODULE – III</b>	<b>Management of Inventory in SCM:</b> Purpose of Inventory Management, Types & Techniques in Inventory Management, Principal issues in Inventory Management, Third Party Logistics & its Implications.
<b>MODULE – IV</b>	<b>Distribution &amp; Transportation in SCM:</b> Distribution Chann el, Channel Structur e, Factors influencing Distribution Network Design, Design Options for a Distributio n Network, Selecting a Distributio n Network Channel, The Role of Transportation in Supply Chain, Factors a ffecting Transportation Decision, Carrier and Shipper, Alternate Mode of Transportation, Intermodal Transportation, Design Options for Transportation Network, Tradeoffs i n Transportation Design.
<b>MODULE – V</b>	<b>Important issues in SCM:</b> Reverse Logistics , Green Logistics, Global Logistics, Bull Whip effect and its Management , Role of IT in SCM & Logistics, Measur ement and Evaluation of Per formance i n SCM.
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both written and/ or pre sentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Chopra &amp; Meindl: Supply Chain Management – (Pearson ).</li> <li>2. Kapoor and Kansal : Marketing Logistics – (Pearson ).</li> <li>3. Kaminsky &amp; Simchi -Levi: Designing the Suppl y Chain – (TMH).</li> <li>4. Ballou Ronald : Logistics &amp; Supply Chain Management – (Pearson).</li> <li>5. Sople Vinod: Logistics Managem ent –(Pearson).</li> <li>6. Altekar: Supply Chain Management – (PHI).</li> <li>7. Bowersox: Logistical Management –(TMH).</li> <li>8. Shah: Supply Chain Management – (Pearson).</li> </ol>



<b>SYS805 – OBJECT ORIENTED MODELING AND DESIGN</b>	
<i><b>Objective:</b> To orient the students with object-oriented modelling and designing a technical approach for analysis and developing an application system or business model as well as using visual modelling throughout the development life cycles to foster better stakeholder communication and product quality.</i>	
<i><b>Outcomes:</b> After completion of this course, the students will be able to use the Object Oriented notations and process that extends from analysis through design to implementations of all the standard UML notations. The students are able to use and perform object-oriented analysis and design and able to Construct various Unified Modeling Language (UML) models.</i>	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction:</b> Definition, Development and Themes, Modeling Concepts, Modeling as a Design Technique.
<b>MODULE – II</b>	<b>Writing Programs in C++:</b> Data Types, Operators and Statements, Declaration of Variables, Features of Iostream.h, Control Statements, Functions and Program Structures, Arrays.
<b>MODULE – III</b>	<b>Oops Concepts:</b> Classes and Objects, Inheritance, Overloading and Polymorphism.
<b>MODULE – IV</b>	<b>Objects and Classes:</b> Links and Associations, Generalization and Inheritance, Sample Object Model, Aggregation, Multiple Inheritance, Metadata, Candidate Keys.
<b>MODULE – V</b>	<b>Dynamic Modeling:</b> Events and States, Operations, A Sample Dynamic Model, Relation of Object and Dynamic Models, Functional Modeling, DFD, A Sample Functional Model, Relation of Functional to Object and Dynamic Models.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. D.Ravichandran: Programming with C++ – (TMH).</li> <li>2. Balguruswamy: Programming with C++ – (TMH).</li> </ol>

<b>SYS806 – DATA COMMUNICATIONS</b>	
<i><b>Objective:</b> To help the students in understanding the concept of data communication and modulation techniques like signalling, error detection and correction, multiplexing and spreading used in the business.</i>	
<i><b>Outcomes:</b> After completion of this course, the students will be able to understand the rudiments of how computers communicate with the architecture of a number of different networks, the principles of protocol layering, modern communication systems and basic aspects of packet-based protocol design and implementation.</i>	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction:</b> Data Communications, Networks, The Internet, Protocols and Standards, Network Models, Layered Tasks, The OSI Model, Layers in the OSI Model, TCP/ IP Protocol Suite, Addressing.
<b>MODULE – II</b>	<b>Data and Signals:</b> Analog and Digital, Periodic Analog Signals, Digital Signals, Transmission Impairment , Data Rate Limits, Performance, Digital Transmission, Digital to Digital Conversion, Analog to Digital Conversion, Transmission Modes, Analog Transmission, Digital to Analog Conversion, Analog to Analog Conversion.
<b>MODULE – III</b>	<b>Multiplexing and Spreading:</b> Multiplexing, Spread Spectrum. Transmission Media, Guided Media, Unguided Media (Wireless), Switching, Circuit Switched, Datagrams, Virtual Circuit Networks, Structure of a Switch, Telephone Network , Dial-Up MODEMS, Digital Subscriber Line (DSL), Cable TV Networks and Cable TV for Data Transfer .
<b>MODULE – IV</b>	<b>Error Detection and Correction:</b> Introduction, Block Coding, Linear Block Codes, Cyclic Codes, Checksum. Data Link Control, Framing, Flow and Error Control, Protocols, Noiseless Channels, Noisy Channels, HDLC, Point to Point Protocol, Multiple Access, Random Access, Controlled Access, Channelization, Wired LANS, IEEE Standards, Standard Ethernet, Changes in the Standard, Fast Ethernet, Gigabit Ethernet, IEEE 802.11, Bluetooth.
<b>MODULE – V</b>	<b>Connecting LANS:</b> Connecting Devices, Backbone Networks, Virtual LANS, Wireless LANS, Cellular Telephony, and Satellite Networks, SONET, Architecture, SONET Layers, SONET Frames, STS Multiplexing, SONET Networks, Virtual Tributaries. Virtual-Circuit Networks, Frame Relay, ATM, ATM LANS.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. B. A. Forouzan: Data Communications and Networking – (THM).</li> <li>2. Tanenbaum &amp;. Wetherall: Computer Networks –(Pearson).</li> </ol>

<b>901 – BUSINESS POLICY AND STRATEGIC MANAGEMENT</b>	
<b>Objective:</b> To equip students with the necessary insight in designing strategies for an organisation and linking the organisation's strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.	
<b>Outcomes:</b> After completion of this course, the students will be able to understand major theories, research output, tools & techniques used by executives in developing and executing strategies in the field of strategic management. Students will be able to demonstrate capability of making their own decisions in dynamic business landscape and be able to develop their capacity to think and execute strategically with the changing environment.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>General Concepts in Strategic Management:</b> Vision, Mission, Goals, Objectives, Strategies and Tactics, Concept and Process of Strategic Management, Strategic Business Unit (SBU), Strategic Intent, Hierarchy of Strategy, Modes of Strategic Decision Making.
<b>MODULE – II</b>	<b>Company Resources and Capabilities :</b> Environmental Scanning, SWOT Analysis, Internal and External Environmental Analysis, Competition Analysis, Porter's Approach to Generic Strategies and Five Forces Theory, Competitive Advantage, Value Chain Analysis, Balance Score Card.
<b>MODULE – III</b>	<b>Strategy Choice, Formulation and Control :</b> Strategic Alternatives, Stability, Growth, Turnaround and Retrenchment, Strategic Alliances (Joint Ventures), Divestment, Horizontal and Vertical Integration, Capacity Expansion.
<b>MODULE – IV</b>	<b>Business Portfolio Management:</b> BCG Matrix and GE Matrix. <b>Mergers and Acquisitions:</b> Basic Concept and Mechanism, Types of M&A, Strategic issues related to M & A.
<b>MODULE – V</b>	<b>Strategic Evaluation and Control:</b> Strategic Evaluation Process, Barriers to Evaluation, Strategic Control vs. Operational Control, Types of Strategic Control and Techniques of Control.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Srinivasan: Strategic Management – (PHI).</li> <li>2. McCarthy: Business Policy and Strategy – (TMH).</li> <li>3. Porter: Competitive Advantage – (Mcmillan).</li> <li>4. Sharplin: Strategic Management – (TMH).</li> </ol>



<b>902 – PROJECT MANAGEMENT</b>	
<b>Objective:</b> To help the students in understanding the requirements for managing projects effectively and efficiently by using different techniques of project formulation, planning, scheduling, monitoring & controlling the projects.	
<b>Outcomes:</b> After completion of this course, the students will be able to develop tightly integrated project management plans and documents. Apply appropriate estimating techniques to scope, schedule, cost, and resources. Develop integrated change control procedures. Plan and estimate project scope, resources, and schedule.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Basic Concept:</b> Concept of a Project, Categories of Project, Project Life Cycle Phases, Roles and Responsibilities of Project Managers, Project Organization, Team Building.
<b>MODULE – II</b>	<b>Project Formulation :</b> Feasibility Report , Areas of Study, Project Selection Models, Non - Numeric and Numeric, Preparation of Cost Estimates, Time Estimation .
<b>MODULE – III</b>	<b>Project Planning and Scheduling :</b> Design of Project Management Systems , Project Work System, Work Breakdown Structure, Project Execution Plan, Project Procedure Manual, Project Scheduling, Bar Charts, Network Techniques (PERT/ CPM), Use of Microsoft Project Software.
<b>MODULE – IV</b>	<b>Project Monitoring and Control:</b> Project Cost vs. Project Completion Time, Time–Cost Trade Off, Resource Loading and Resource Levelling, Computerized PMIS (Project Management Information System ), Coordination , Procedures, Meetings, Control, Scope/ Progress Control, Performance Control, Schedule Control, Cost Control.
<b>MODULE – V</b>	<b>Project Performance :</b> Performance Indicators , Earned Value Analysis , The Project Audit, Project Audit Life Cycle, Responsibilities of Evaluator/ Auditor, Project Termination, Varieties of Project Termination and the Termination Process, Case Studies of Major Projects.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Meredit &amp; Mantel: Project Management – (John Willey).</li> <li>2. S.Choudhury : Project Management –(TMH).</li> <li>3. H.A.Levine: Project Management :Using Micro Computer –(TMH).</li> <li>4. P.Chandra: Project Appraisal –(TMH).</li> <li>5. Schewalbe: Information Technology &amp; Project Management –(Vikas).</li> <li>6. Desai: Project Management –(HPH).</li> </ol>

**903 – SUMMER TRAINING: REPORT PRESENTATION AND VIVA -VOCE**

**Objective:** To provide first -hand experience of conducting research on different problem areas relating to functional areas of management in an organisation and provide suggestions/ recommendations on the problem.

**Outcomes:** After completion of this summer training student is able to construct the company profile by compiling the brief history, management structure, products / services offered, key achievements and market performance for his / her organization of internship, to assess its Strengths, Weaknesses, Opportunities and Threats and able to analyze the functioning of internship organization and recommend changes for improvement in processes.

**Credit : 8**

Each student is required to work for the study under the guidance of the supervisors from the department/ college in any functional area and from the organization. The topic of the dissertation shall be finalized in a joint session with the supervisors which will be approved by the Coordinator/ Principal at the beginning of the semester. The student has to submit his mid progress report for suggestions. After completion of the project the draft copy shall be submitted to the supervisors for correction/ modification. The final copy of the report shall be submitted before the commencement of the end semester examination. After the submission of report, there will be a presentation & viva-voce test by an external examiner at the end of ninth semester examination.



<b>FM904 – INVESTMENT ANALYSIS AND EQUITY RESEARCH</b>	
<b>Objective:</b> To expose the students to the various concepts of investment management and provides a practical guide on various issues there under.	
<b>Outcomes:</b> After completion of this course, the students will be able to understand and evaluate intrinsic value, equity, bond prices and yields and fixed-income portfolios, relative value and a range of financial multiples for corporate equity analyze and evaluate financial markets and construct optimal portfolios and illustrate the theory and empirical applications of asset pricing models.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Investment :</b> Meaning, Objectives , Characteristics of Investment , Motives for Savings and Investments, Investment vs. Speculation , Investment vs. Gambling, Investment Management , Factors influencing the Investment Decisions, Investment Process, Risk in Investment and its types, Return and its types, Qualities of Successful Investing, Investment Instruments , Investment Market, Non -Marketable Financial Assets, Marketable Financial Assets.
<b>MODULE – II</b>	<b>Securities Market:</b> Primary Equity Market, Secondary Equity Market, Other Financial Markets, Trading and Settlement System in Stock Exchanges, Buying and Selling of Shares, Stock Market Quotations and Indices, Depositories, Dematerialization.
<b>MODULE – III</b>	<b>Fundamental Analysis:</b> Economic Analysis, Industry Analysis and Company Analysis. <b>Technical Analysis:</b> The Dow Theory, Different Chart Patterns and Techniques, Technical Indicators, Trends and Moving Average Method applied in Technical Analysis.
<b>MODULE – IV</b>	<b>Efficient Market Hypothesis:</b> Weak, Semi Strong and Strong form of Market, Testing of different forms of Market Efficiency and their significance.
<b>MODULE – V</b>	<b>Valuation of Fixed Income Securities :</b> Meaning and Definition of Bond and Debentures, Characteristics, Types, Risk in Bond, Present Value of a Bond, Yield to Maturity, Yield to Call, Yield to Put, Yield Curve, Macaulay’s Duration, Bond Immunisation. <b>Valuation of Floating Income Securities:</b> Meaning and Definition of Shares, Types, Features, Merits and Demerits , Equity Valuation , Dividend Discount Models- No Growth, Constant Growth, Two Stage Growth Model, Multiple Stages, Relative Valuation Models Using P/ E Ratio, Book Value to Market Value, Valuation of Preference Shares.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. V.K.Bhalla: Investment Analysis – (S. Chand &amp; Co).</li> <li>2. H.R Machi Raju: Working of Stock Exchanges in India – (Wiley).</li> <li>3. S.Kevin: Security Analysis and Portfolio Management – (PHI).</li> <li>4. Y.Maheshwari: Investment management – (PHI).</li> <li>5. P.Pandian: Security Analysis and Portfolio Management – (Vikas).</li> <li>6. P.Chandra: Investment Analysis and Portfolio Management –(TMH).</li> <li>7. Jordan &amp; Fischer: Security Analysis &amp; Portfolio Management – (PHI).</li> </ol>



<b>FM905 – FINANCIAL DERIVATIVES AND RISK MANAGEMENT</b>	
<b>Objective:</b> To orient the students on pricing of derivative securities and emphasizing on its application in risk management using option modelling in firm's decision making.	
<b>Outcomes:</b> After completion of this course, the students will be able to understand and evaluate financial instruments such as options, futures, swaps and other derivative securities and to describe economic environment and develop theoretical valuation methods to price these financial instruments. After learning this course students can apply these instruments in managing the risk of investing and hedging activity at the individual and the corporate level.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction :</b> Definition of Financial Derivatives, Features, Types of Derivatives, Basic Financial Derivatives, History of Derivatives Market, Use of Derivatives, Critiques of Derivatives, Traders in Derivatives Markets, Factors contributing to the Growth of Derivatives , Financial Derivatives Market in India.
<b>MODULE – II</b>	<b>Futures Market, Contracting and Pricing:</b> Introduction , Financial Futures Contract, Types of Financial Futures Contracts , Evolution of Futures Markets in India, Operators & Traders in Futures Market, Futures Market Trading Mechanism, Theories of Futures Prices, Hedging Concepts , Long, Short, Cross.
<b>MODULE – III</b>	<b>Forward and Swap Market :</b> Pricing and Trading Mechanisms, Forward Contract, Features of a Forward Contract , Classifications , Forward Trading Mechanism , Valuation of Forward Contract , Risk Management using Forward and Futures Contracts, Forward Prices vs. Futures Prices .
<b>MODULE – IV</b>	<b>Financial Option:</b> Introduction , Concept , Types, Distinction between Option and Futures Contract , Option Valuation , Determinants of Option Pricing, Black Scholes Model, Trading with Option, Hedging with Option .
<b>MODULE – V</b>	<b>Credit Derivatives and Swap Market :</b> Credit Derivatives , Derivative Exposure , Concept , Features , Instruments , Benefits, Credit Risk Assessment , Growth of Credit Derivative Market , Credit Derivatives in India, Swap, Concept , Nature, Evolution , Features, Types of Swaps .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Jayant Rama Verma : Derivatives and Risk Management –(TMH).</li> <li>2. Kumar : Financial Derivatives – (PHI).</li> <li>3. Vohra and Bagri : Futures and Options –(TMH).</li> <li>4. Gupta : Financial Derivatives – (PHI).</li> </ol>



<b>MM904 – PRODUCT AND BRAND MANAGEMENT</b>	
<b>Objective:</b> To familiarize the students with the concepts of product development strategies in both conventional and high-tech product types. It also intends to delve into the areas of branding exercises and branding importance in creating brand equity.	
<b>Outcomes:</b> After completion of this course, the students will be able to understand the product strategy as a critical source of business competitiveness and long term success, product management including product portfolio, development process and life cycle analysis. The students are able to acquaint with the concepts of brand building and management to keep brands strong and relevant for years to come and ability of managing a brand over geographic boundaries and measuring the brand's performance.	
<b>Contact Hours: 40</b>	
<b>Credit : 4</b>	
<b>MODULE – I</b>	<b>Product Concepts :</b> The Nature of Products, Product Management in the context of Business Strategy, The Relationship of Product Management to the Marketing Concept , The Marketing Management Process and other elements in the Marketing Mix, Role of Product Manager , Product Management Concepts and Tools , The Product Life Cycle Model and its implications and application, Product Portfolio Decisions, The BCG Matrix and other Product Management Tools, Their Uses and Limitations.
<b>MODULE – II</b>	<b>Developing Product Strategy:</b> Setting Objectives & Alternatives, Product Strategy over the Life-Cycle, Customer Analysis, Competitor Analysis, Design of Manufacture, The New Product Development Process , The Importance of Innovation, The Stages in the NPD Process and their Financial and Risk Implications, Test Marketing and Commercialization, The Role of Marketing Research.
<b>MODULE – III</b>	<b>Market Potential &amp; Sales Forecasting :</b> Forecasting Target Market Potential and Sales, Methods of Estimating Market and Sales Potential, Sales Forecasting, Planning for Involvement in International Market, Pricing, Distribution and Promotion Decisions , Planning for Monitoring and Controlling the Product over its Life Cycle, Importance , Objectives and Role of Pricing, Key Considerations in Developing a Pricing Strategy, Pricing for New Products, Role of Communication in Product Planning , Public Relation, Advertising , Event Marketing and Sales Promotion ,Choice of Channels .
<b>MODULE – IV</b>	<b>Brand &amp; Brand Management :</b> The Role and Strategic importance of Branding in Different Product Categories , Commodities Vs Brands , The Brand Equity Concept , Brand Equity Models, Brand Asset Valuation , Aaker Model, Brand Resonance , Building Brand Equity , Brand Identity and Brand Image.
<b>MODULE – V</b>	<b>Brand Leveraging &amp; Brand Performance :</b> Establishing Brand Equity Management System, Measuring Sources of Brand Equity and Consumer Mindset , Co-Branding , Celebrity Endorsement , Brand Positioning & Brand Building, Brand Knowledge, Brand Portfolios and Market Segmentation, Steps of Brand Building, Identifying and Establishing Brand Positioning, Defining and Establishing Brand Values, Designing & Sustaining Branding Strategies , Brand Hierarchy, Branding Strategy, Brand Extension and Brand Transfer, Managing Brand Over Time.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Lehmann &amp; Russel : Product management –(TMH).</li> <li>2. Kevin Lane Keller : Strategic Brand Management – (PHI).</li> <li>3. Philip Kotler : Marketing Management –(Pearson).</li> <li>4. Ramanujan Majumdar : Product Management –(TMH).</li> <li>5. Lehmann &amp; Winner: Product Management –(TMH).</li> <li>6. Chunawalla: Brand Management – (HPH).</li> <li>7. Chunawalla: Product Management – (HPH).</li> <li>8. Mathur: Product &amp; Brand Management –(HPH).</li> <li>9. Manjundar: Product Management in India –(PHI).</li> </ol>

<b>MM905 – SERVICE MARKETING</b>	
<b>Objective:</b> To help the students in developing insights into emerging trends in the service sector and to deal with issues involved in management of services on national basis specifically in India.	
<b>Outcomes:</b> After completion of this course, the students will be able to understand the service economy, the nature of services, assessing business opportunities, segmenting and targeting the market, buyer behaviour, services design, quality management, marketing communications, service delivery, pricing, employee relationship management, customer relationship management and brand management.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Marketing of Services:</b> Concept of Services, Peculiarities of Services, Service Triangle , Services vs. Goods, Marketing Implications, Reasons for Growth of Services, Classification of Service Sector .
<b>MODULE – II</b>	<b>Key Dimensions in Service s Marketing :</b> Marketing Mix for Services , Pricing, Branding, Distribution and Promotion , The Case of Relationship Marketing , Its Suitability in Services Marketing, Segmentation , Targeting and Positioning for a Services Firm .
<b>MODULE – III</b>	<b>Managing People in Service Industry:</b> Challenges of Managing People in a Service Firm, Service Quality Gaps, Total Quality Management (TQM), Managing Demand & Supply, Framework Linking Employee Satisfaction , Customer Satisfaction and Profitability .
<b>MODULE – IV</b>	<b>Customer Feedback and Service Delivery :</b> Customers’ Roles in Service Delivery, Aim of Service Recovery, Service Failure and Recovery, Recovery Strategies , Ethics in Service Firms, Impact of Technology in Marketing of Services.
<b>MODULE – V</b>	<b>Emerging Service Sectors in India:</b> Marketing of Financial Services , Health Care Marketing, Hospitality Marketing , Retail Marketing , Personal Care Marketing and Tourism Marketing.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. P.K.Gupta: Service Marketing –(EPH).</li> <li>2. Zeithaml, Bitner, Gremler, Pandit: Service Marketing – (TMH).</li> <li>3. S.M. Jha: Services Marketing – (HPH).</li> <li>4. S.Shajahan: Services Marketing – (HPH).</li> <li>5. Apte: Services Marketing – (OUP).</li> <li>6. Lovelock: Services Marketing – (Pearson).</li> <li>7. Zeithaml: Services Marketing – (TMH).</li> <li>8. Fitzsimmons: Services Management –(TMH).</li> </ol>



<b>HRM904 – MANAGING EMPLOYEE RELATION AND RELATED LAWS</b>	
<b>Objective:</b> To help the students in identifying the importance and methods that deals with the relationship between the employer and employees in an organisation and the significance of labour law that mediates in labour issues.	
<b>Outcomes:</b> After completion of this course, the students will know the development and the judicial setup of Labour Laws. They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice. Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction:</b> Industrial Relations Concept and Scope, Approaches to IR, Different Actors & Role of State in IR, Legal Frame Work of IR, Collective Bargaining , Concept , Scope and Values, Collective Bargaining in India, Worker Participation in Management , Concept , Approaches, Factors Promoting WPM and Practice of WPM in India, Quality Circle.
<b>MODULE – II</b>	<b>Labour Legislation s:</b> Need, Objective, Scope, Growth of Labour Legislation in India, Impact of ILO & LL Protective and Regulative Labour Legislations, Factory Act 194 8, Mines Act 1952.
<b>MODULE – III</b>	<b>Legislation Concerning Wages and Bonus :</b> Payment of Wages Act 1936, Minimum Wages Act 1948, Payment of Bonus Act 1965, Equal Remuner ation Act 1976.
<b>MODULE – IV</b>	<b>Legislation Concerning Industrial Relations :</b> Industrial Dispute Act 194 7, Trade Union Act 1926 , Industrial Emplo yment and Standing Or der Act 1946 .
<b>MODULE –V</b>	<b>Legislation Concerning Social Securi ty:</b> Workmen’s Compensation Act 1923, Employee State Insurance Act 1948, Employees Provident Fund Act 1952, Maternity Benefit Act 1961, Payment of Gratuity Act 1972 and Misc. Act 1996.
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both written and/ or pre sentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Gomez &amp;Mejia: Managing Human R esource – (PHI).</li> <li>2. Seperich &amp; Mccalle y: Managing Power and P eople –(PHI).</li> <li>3. A.M. Sharma: Industrial Jurispr udence &amp; Labour L egislation – (HPH).</li> <li>4. Sinha &amp; Shekhar: IR &amp; LL – (Pearson).</li> <li>5. Jain: Industrial &amp; Labour La w – (Dhanpat Rai).</li> <li>6. Padhi: Labour &amp; Industrial La w –(PHI).</li> <li>7. Saiyed: Labour Law – (HPH).</li> <li>8. Srivastava: Industrial Relat ions &amp; Labour Law – (Vikas).</li> </ol>

<b>HRM905 – PERFORMANCE MANAGEMENT</b>	
<b>Objective:</b> To provide an in-depth understanding of performance management and its importance in managing the performance of employees effectively. Further the course will help the students to appreciate the difference between performance appraisal & performance management in manufacturing, services and IT sector.	
<b>Outcomes:</b> After completion of this course, the students will be able to understand and apply performance management processes manage underperformance using a defined performance improvement process, provide effective and regular feedback on performance, set clear expectations that improve performance and productivity. They will be able to understand different approaches to performance measurement and design a performance management system.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction to Performance Management :</b> Nature, Scope, Importance, Process of Performance Management, Link between Performance Management and Performance Appraisal, Benefits of Performance Planning, Role Analysis.
<b>MODULE – II</b>	<b>Performance Appraisal:</b> Concept, Uses and Methods, Assessment and Development Centres, 360 Degrees Appraisal, Appraisal Interview and Potential Appraisal, Appraisal Errors, Performance Reviews, Coaching and Counseling.
<b>MODULE – III</b>	<b>Performance Management in Manufacturing, Services and IT Sector:</b> With reference to NALCO, SBI, Infosys, Reliance Retail Etc., Strategies for Improving Performance.
<b>MODULE – IV</b>	<b>Performance Management and Development:</b> Performance Management for Teams, Identifying Performance Dimensions, Challenges to Effective Performance Measurement, Performance Counseling, Principles and Skills, Competence based Performance Management.
<b>MODULE – V</b>	<b>Pay for Performance :</b> The Challenges, The 'Do Only What You Get Paid For' Syndrome, Negative Effects on the Spirit of Cooperation, Lack of Control, Link Pay and Performance Appropriately, Build Employee Trust, Use Multiple Layers of Rewards and Increase Employee Motivation, Types of Pay for Performance Plans, Individual Based, Team Based, Plant Wide Plans and Corporate Wide Plans.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Chadha Prem : Performance Management –(McMillan).</li> <li>2. Michael &amp; Angela: Performance Management – (JPH).</li> <li>3. Srinivas R.Kandula : Performance Management – (PHI).</li> <li>4. Aquinis: Performance Management – (Pearson).</li> <li>5. D. Sharma: Performance Management –(HPH).</li> </ol>



<b>OM904 – ADVANCED OPERATIONS RESEARCH</b>	
<i><b>Objective:</b> To acquaint the students with advanced quantitative &amp; OR techniques used in decision making in different functional areas of organisation.</i>	
<i><b>Outcomes:</b> After completion of this course, the students will be able to understand identify and develop, introduce some widely used advanced operations research models like <u>Queuing Theory</u> , <u>Fuzzy Logic</u> etc.</i>	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Mixed Integer Programming, Dynamic Programming, Replacement Theory:</b> Integer Programming, Zero One Model, Replacement Policy, Principle of Optimality, Dynamic Programming with Discount.
<b>MODULE – II</b>	<b>Goal Programming, Non Linear Programming, Game Theory:</b> Goal Programming, Lagrange Multipliers, Kuhn-Tucker Conditions, Games, Strategies, Stable Games, Unstable Games, Solution.
<b>MODULE – III</b>	<b>Markov Analysis, Inventory Control, Sensitivity Analysis:</b> Markov Processes, Inventory Control, Types of Inventory, Inventory Management System, Sensitivity Analysis with Multiple Parameter Changes.
<b>MODULE – IV</b>	<b>Queuing Theory, Branch and Bound Programming, Simulation:</b> Queue Characteristic, Arrival Pattern, Deterministic Model, Probabilistic Model, Solution to IPP, Simulation of Inventory System.
<b>MODULE – V</b>	<b>Fuzzy Logic and Application, Advanced Transportation Problem, Advanced Assignment Problem:</b> Solution to Transport Problem , Approach to Solution for a Transportation Problem by using Transportation Algorithm , Assignment Problem- a Variant of the Transportation Problem , Approach to Solution.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and / or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Kantiswarup: Operation Research – (Sultan Chand).</li> <li>2. Hillier &amp; Lieberman: Operation Research – (TMH).</li> <li>3. N. D. Vohra : Quantitative techniques for management – (TMH).</li> <li>4. J. K. Sharma: Quantitative techniques – (Mcmillan).</li> <li>5. Rajjan Shinghal: Introduction to Fuzzy Logic – (PHI).</li> </ol>

<b>OM905 – TECHNOLOGY MANAGEMENT</b>	
<b>Objective:</b> To acquaint the students with the technological requirements of organisation at the macro and micro level and its implication for an organisation for managing technology.	
<b>Outcomes:</b> After completion of this course, the students will be able to understand understand the issues around defining technology management recognise the diversity of types of innovation, innovators and innovation settings understand the nature and extent of technological change and innovation critically assess and explain key current issues in our understanding of innovation as a field of study.	
<b>Credit : 4 40</b>	<b>Contact Hours:</b>
<b>MODULE – I</b>	<b>Basic Concepts of Technology :</b> Role and Importance of Technology Management, Status in India, Technology Life Cycle, Science and Technology Policy Statements of the Government, Technology and Socio -Economic Planning, Technological Change, Macro Effects of Change.
<b>MODULE – II</b>	<b>Technology Forecasting :</b> Need, Role, Methodologies of Forecasting, Various Forecasting Methods.
<b>MODULE – III</b>	<b>Technology Strategy:</b> Technology Generation, Technology Development.
<b>MODULE – IV</b>	<b>Technology Transfer :</b> Models of Transfer, Modes of Transfer, Search Strategy, Transfer Package, Agreements, Technology Absorption Concepts, Constraints, Management of Absorption, Government Initiatives.
<b>MODULE – V</b>	<b>Technology Assessment Methods:</b> Technology Evaluation, Diffusion of Technology Strategy, Mode Appropriate Technology.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Hawthome: The Management of Technology – (TMH).</li> <li>2. Twiss: Managing Technological Innovation – (Pitman).</li> <li>3. Desai: Technology Absorption in Indian Industry– (Wiley Eastern).</li> <li>4. Betz: Managing Technology – (PHI).</li> <li>5. Rohatgetal: Technological Forecasting – (TMH).</li> <li>6. Krishnamacharyulu: Management of technology – (HPH).</li> </ol>



<b>SYS904 – SOFTWARE ENGINEERING</b>	
<b>Objective:</b> To familiarize the students with the various concepts & techniques of software engineering and their use in software projects and their dependability in a given context.	
<b>Outcomes:</b> After completion of this course, the students will be able to understand the given project in various phases of a lifecycle, choose appropriate process model depending on the user requirements, knowledge, techniques, and skills in the development of a software product.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction :</b> Professional Software Development , Software Engineering Ethics, Software Processes , Software Process Models , Process Activities , Coping with Change, The Rational Unified Process, Agile Software Development , Agile Methods , Plan-Driven and Agile Development , Extreme Programming , Agile Project Management , Scaling Agile Methods .
<b>MODULE – II</b>	<b>Engineering Requirements :</b> Functional and Non-Functional Requirements , The Software Requirements Document , Requirements Specification , Requirements Engineering Processes , Requirements Elicitation and Analysis, Requirements Validation , Requirements Management , System Modelling, Context Models, Interaction Models, Structural Models, Behavioural Models , Model-Driven, Engineering , Architectural Design , Architectural Design Decisions , Architectural Views , Architectural Patterns , Application Architectures.
<b>MODULE – III</b>	<b>Design and Implementation :</b> Object-Oriented Design using the UML, Design Patterns , Implementation issues , Open Source Development , Software Testing , Development Testing , Test -Driven Development , Release Testing , User Testing , Software Evolution , Evolution Processes , Program Evolution Dynamics , Software Maintenance , Legacy System Management , Dependability and Security.
<b>MODULE – IV</b>	<b>Socio -Technical Systems :</b> Complex Systems , Systems Engineering , System Procurement , System Development , System Operation , Dependability and Security, Dependability Properties , Availability and Reliability , Safety, Security, Dependability and Security Specification , Risk-Driven Requirements , Specification , Safety Specification, Reliability Specification, Security, Specifications, Formal Specification .
<b>MODULE –V</b>	<b>Dependability Engineering:</b> Redundancy and Diversity , Dependable Processes , Dependable Systems Architectures , Dependable Programming , Security Engineering , Security Risk Management , Design for Security, System Survivability , Dependability and Security Assurance , Static Analysis, Reliability Testing , Security Testing , Process Assurance , Safety and Dependability Cases.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. R. Mall: Fundamentals of Software Engineering – (PHI).</li> <li>2. R.S. Pressman : Software Engineering – (TMH).</li> <li>3. Sommerville: Software Engineering – (Pearson).</li> </ol>



<b>SYS905 – INFORMATION SECURITY AND CYBER LAW</b>	
<b>Objective:</b> To acquaint the students on major aspects of Information Technology Security and the connected issues concerning Cyber Security Law.	
<b>Outcomes:</b> After completion of this course, the students will be able to design countermeasures against common Information Security Attacks, they will be able to implement operating system hardening, Configure Firewall & IDS and Evaluate, implement Information security in a Network Environment.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Foundations of Cryptography and Security:</b> Ciphers and Secret Messages , Security Attacks and Services, Mathematical Tools for Cryptography, Substitutions and Permutations , Modular Arithmetic , Euclid's Algorithm , Finite Fields, Polynomial Arithmetic , Discrete Logarithms , Conventional Symmetric Encryption Algorithms , Theory of Block Cipher Design , Feistel Cipher Network Structures , DES and Triple DES.
<b>MODULE – II</b>	<b>Public Key Cryptography:</b> Prime Numbers and Testing for Primality, Factoring Large Numbers , RSA, Diffie-Heilman, Elgamal, Key Exchange Algorithms , Public Key Cryptography Standards , Hashes and Message Digests, Message Authentication , MD5, SHA, RIPEMD, HMAC.
<b>MODULE – III</b>	<b>Digital Signatures :</b> Certificates, User Authentication , Digital Signature Standard (DSS and DSA) Security Handshake Pitfalls, Elliptic Curve Cryptosystems , Authentication of Systems , Kerberos V4 and V5, Electronic Mail Security, Pretty Good Privacy ( PGP).
<b>MODULE – IV</b>	<b>Security Planning:</b> Risk Analysis, Organizational Security Policies, Physical Security , Legal Privacy and Ethical Issues in Computer Security, Protecting Programs and Data, Information and the Law, Rights of Employees and Employers, Software Failures, Computer Crime , Ethical Issues in Computer Security .
<b>MODULE –V</b>	<b>Cyber Law:</b> Legal, Ethical and Professional issues in Information Security, Relevant U.S Laws, International Laws and Legal Bodies, Ethics and Information Security, Codes of Ethics and Professional Organizations .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Stamp: Information Security – (Wiley).</li> <li>2. Forouzan: Cryptography Security And Network Security – (TMH).</li> <li>3. Venugopal Iyengar: Information Security for Management –(HPH).</li> </ol>



<b>1001 – CORPORATE TAX PLANNING AND MANGEMENT</b>	
<i><b>Objective:</b> To acquaint the students with the implicatiosn of tax structure and corporate revenue planning in operational as well as strategic terms in Indian &amp; Foreign companies.</i>	
<i><b>Outcomes:</b> After completion of this course, the students will be able to explain different types of incomes and their taxability and expenses and their deductibility. Students will be able to outline the corporate tax laws. Students will be able to state the use of deductions of expenses to reduce the taxable income relating to Indian and foreign companies.</i>	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction:</b> Tax Planning Concept, Tax Planning in different Organizations, Concept of Capital and Revenue, Income, Receipt and Expenditur e, Computation of Income for Corpor ate form of Organizations, Deductions and Reliefs, Rebates, Exemptions, Recent Development.
<b>MODULE – II</b>	<b>Business Expenditur e and Tax Planning :</b> Depreciation and Tax Planning, Capital Gains and Tax Planning.
<b>MODULE – III</b>	<b>Tax Plannin g for New Industries :</b> Export Oriented Units, Holding Company and Subsidiary Company, New Projects in Infrast ructure like Power, Telecom and Incentives for New Pr oject.
<b>MODULE – IV</b>	<b>Tax Planning for Foreign Companies:</b> Foreign Collaborations, Foreign Technicians, Amalgamation, Mergers.
<b>MODULE – V</b>	<b>Tax Administration :</b> Income Tax Authorities , Assessment , Procedures , Tax Payment, Inter est , Penalties , MAT, Search and Seizure, Appeals and Remission.
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both written and/ or pre sentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. R.N. Lakhotia &amp; S. Lakhotia : Corporat e Tax Planning –(Vision).</li> <li>2. R.N. Lakhotia : Tax Planning for Non -resident Indians – (Vision).</li> <li>3. R.N. Lakhotia : Dictionary of Bus iness Expenditur e – (Vision).</li> <li>4. N. Hari Haran: Income Tax – Law and Pr actice –(TMH).</li> <li>5. V.S. Datey: Indir ect Taxes – Law and Pr actice – (Taxman ).</li> </ol>



<b>1002 – SYSTEM ANALYSIS AND DESIGN</b>	
<b>Objective:</b> To familiarize the students with the various concepts, process & testing of system analysis design and planning.	
<b>Outcomes:</b> After completion of this course, the students will be able to understand the life cycle of a systems development project, developing information systems models, project documentation. Students will be able to understand of the object-oriented methods models as covered by the Unified Modelling Language.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction :</b> Concepts and Information Systems Environment , Characteristics of a System, Elements of System, Types of System, System Development Life Cycle, Role of System Analyst.
<b>MODULE – II</b>	<b>System Planning :</b> Initial Investigation , Information Gathering, Tools for Structured Analysis, Data Flow Diagram, Data Dictionary , Decision Tree , Decision Table, Structured English Pseudocode, Feasibility Study, Cost-Benefit Analysis.
<b>MODULE – III</b>	<b>System Design Process &amp; Stages:</b> The Process of Design, Design Methodologies, Major Developmental Activities, Processing Controls.
<b>MODULE – IV</b>	<b>Input/ output &amp; Form Design :</b> File Organisation and Database Design, File Structure, Database Design, Objective of Database , Normalisation .
<b>MODULE – V</b>	<b>System Testing and Quality Assurance:</b> Audit Trail, Implementation and Software Maintenance , Hardware and Software Selection, Security, Disaster / Recovery & Ethics in Systems Development .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Rajaraman: Analysis &amp; Design of Information Systems –(PHI).</li> <li>2. Whitten &amp; Dittman : System Analysis &amp; Design Methods –(TMH).</li> <li>3. Kendall: System Analysis &amp; Design –(Pearson).</li> <li>4. Hoffer: Modern System Analysis &amp; Design – (Pearson) .</li> </ol>

<b>1003 – DISSERTATION : REPORT PRESENTATION AND VIVA -VOCE</b>	
<b>Objective:</b> To provide experience of conducting research on different problems relating to functional areas of management.	
<b>Outcomes:</b> : After completion of this dissertation students able to take responsibility as a professional practitioner of project management, applying PM principles and practices while maintaining high standards of practice, making ethical judgments and decisions in a respectful, and sustaining professional standing through a commitment to life-long learning. Students able to Demonstrate effective use of written, verbal , and non-verbal communication, uses industry terminology, writes a variety of Project Management documents and plans, applies processes required to manage the communications of a project (including appropriate and timely management of project information), and uses technology appropriate to the task.	
<b>Credit : 8</b>	
<p>Each student is required to conduct a research for writing a dissertation under the guidance of a supervisor from the department/ college in any functional areas of management. The topic of the dissertation shall be finalized in a joint session with the supervisor which will be approved by the Coordinator/ Principal at the beginning of the semester. The student has to submit his mid progress report for suggestions. After completion of the research work the draft copy shall be submitted to the supervisor for correction/ modification. The final copy of the thesis shall be submitted before the commencement of the end semester examination.</p> <p>After the submission of dissertation, there will be a presentation &amp; viva-voce test by an external examiner at the end of tenth semester examination.</p>	



<b>FM1004 – MUTUAL FUND AND PORTFOLIO MANAGEMENT</b>	
<b>Objective:</b> To impart conceptual knowledge relating to mutual fund and portfolio management with respect to performance evaluation and re vision among the students.	
<b>Outcomes:</b> After completion of this course, the students will be able to know the basics of mutual funds, their role and structure, different kinds of mutual fund schemes and their features organization structure and services can be recommended to investors and prospective investors in the market. The student will be construct optimal portfolios and evaluate them using models.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Mutual Funds:</b> Introduction, Concepts, Origin and Growth, Types, Organizat ion of Mutual Fund, Advantages and Disadvantages of Mutual Funds, Cost of Investing in a Mutual Fund, Choosing a Fund, Regulations and Operations, Risk Factors, Tax aspects of Mutual Fund, Mutual Fund Evaluation .
<b>MODULE – II</b>	<b>Portfolio Management:</b> Introduction, Phases of Portfolio Management . <b>Basics o f Risk and Return:</b> Concept of Risk and Returns, Risk – Return Trade Off, Causes, Sources and Classification of Risk, Classification of Return, Measur ement of Risk and Return (Ex -Post Facto and Ex Ante).
<b>MODULE – III</b>	<b>Portfolio Analysis:</b> Expected Return of a Portfolio, Risk of a Portfolio, Reduction of Portfolio Risk through Diversification, Risk and Return Measurement and Analysis for two and multi assets portfolios.
<b>MODULE – IV</b>	<b>Capital Market Theory:</b> Capital Asset Pricing Model (CAPM), Risk Free Assets, Portfolio Leverage, Assumptions of CAPM, Capital Market Line, Security Market Line, Limitations of CAPM, Expected Return, Required Return, Overvalued and Undervalued Assets, Arbit rage Pricing Theory.
<b>MODULE – V</b>	<b>Portfolio Performance Evaluation</b> : Meaning, Need for Evaluation, Evaluation Perspectiv e, Measuring Portfolio Return, Risk Adjusted Return, Differential Return, Performance Evaluation using Sharpe’s , Treyn or’s a n d Jensen’ s m e a s u r e s and Fama's Decomposition. <b>Portfolio Revision:</b> Meaning, Need for Portfolio Revision, Constr aints, Strategies, Formula Plans .
<b>Note:</b>	<i>Emphasis should be give n on case analysis (both written and/ or pre sentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. B.K.Bhalla: Investment Ana lysis – (S. Chand &amp; Co).</li> <li>2. H.R Machi Raju: Working of St ock Exchanges in India – (Wiley).</li> <li>3. S. Kevin: Security Analysis and Portfolio Management – (PHI).</li> <li>4. Y. Maheshwari: Investment Management – ( PHI).</li> <li>5. P. Pandian: Security Analysis and Portfolio Management – (Vikas).</li> </ol>

<b>FM1005 – INTERNATIONAL FINANCE</b>	
<b>Objective:</b> To provide an understanding of conceptual framework of international finance and its use in making financial decisions among the students.	
<b>Outcomes:</b> After completion of this course, the students will be able to understand the organisation of foreign exchange markets, apply simple models of current account dynamics and exchange rates determination can analyse the causes of historical exchange rate movements with reference to the models. The students able to coordinate analysis of a case study to arrive at a sound financial decision regarding an issue in capital raising and international valuation.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>International Dimensions of Financial Management:</b> The Emergence of MNC, Nature of the MNC, Objectives of the Firm and Risk Management, Domestic Financial Management and International Financial Management, Multinational Capital Budgeting, Application and Interpretation.
<b>MODULE – II</b>	<b>International Financial System &amp; Market for Foreign Exchanges :</b> Growing Importance of International Finance & Global Financial Environment, International Monetary System & Evolution of Floating Rate Regime, Foreign Exchange Markets, Spot, Forward, Swap Markets, Currency Futures & Option Market, Foreign Exchange Market in India.
<b>MODULE – III</b>	<b>Determination of Exchange Rates &amp; International Parity Conditions :</b> An introduction to Exchange Rates, Inter-Bank & Merchants Rates, Determinants of Exchange Rates, International Parity Conditions, Purchasing Power Parity, Interest Rate Parity & Concept of Covered Interest Arbitrage, Balance of Payment, Exchange Rate Forecasting.
<b>MODULE – IV</b>	<b>Managing Foreign Exchange Risk :</b> Types of Foreign Exchange Exposure & Risk, Transaction Risk & Operating Risk, Corporate Approach to Currency Risk Management & Hedging Philosophy, Management of Transaction Exposure, Internal & Contractual Hedge, Strategic Management of Operating Exposure, Interest Rate Risk Management, Interest Rate Swaps, Futures & Forward Rate Agreements.
<b>MODULE – V</b>	<b>International Investment &amp; Financing :</b> Euro Currency Market, Financing the Global Firms, Availability & Cost of Capital, Sourcing Equity Globally, ADRS/GDRS, International Debt Market, Structuring International Debt, Foreign Investment Decisions, FDI & Portfolio Investment, International Trade Finance.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. M.D. Levi: International Finance – (TMH).</li> <li>2. Eitman, Stonehill, Moffett: Multinational Business Finance – (Pearson).</li> <li>3. Madhu Vij: International Financial Management – (Excel).</li> <li>4. V. Sharan: International Financial Management – (PHI).</li> <li>5. O'Brien: International Finance – (OUP).</li> <li>6. P.G. Apte: International Financial Management – (TMH).</li> </ol>



<b>MM1004 – RURAL AND AGRICULTURAL MARKETING</b>	
<b>Objective:</b> To create knowledge among the students about the concept, techniques and processes of marketing used in rural context highlighting agri marketing and rural market research.	
<b>Outcomes:</b> After completion of this course, the students will be able to understand and appreciate the structure and working of the agricultural marketing system in India and able to learn how agriculture marketing system affects the farmers, consumers and intermediaries. The students able to develop strategies through which the dynamic marketing system will respond to create a win-win situation for all the possible situations and handle the possible changes in the agriculture input, output and food market.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction:</b> Rural Market Structure, Rural Consumer Buying Behaviour, Rural Market Environment, Rural Demand, Segmentation, Targeting, Positioning, Problems of Rural Marketing, Rural Marketing Agencies.
<b>MODULE – II</b>	<b>Rural Marketing Mix:</b> Product Decisions, Pricing Decisions, Promotion Decisions, Distribution Channel, Relationship Management, Physical Distribution, Sales Force Management.
<b>MODULE – III</b>	<b>Agri Marketing :</b> Scope, Role in Economic Development, Demand and Supply of Farm Products, Marketing of Agricultural Inputs and Farm Products, Strategy for Agricultural Marketing.
<b>MODULE – IV</b>	<b>Rural Market Research :</b> Market Research and Rural Market Information System & Forecasting, Glimpse of the Future of Rural Marketing.
<b>MODULE – V</b>	<b>Transportation and Communication :</b> Sales Management Practices, Training, Motivation and Examination.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Badi &amp; Badi: Rural Marketing – (HPH).</li> <li>2. Dogra &amp; Ghuman: Rural Marketing – (TMH).</li> <li>3. K.Ramakrishnan: Rural Marketing – (Pearson).</li> <li>4. Balram Dogra: Rural Marketing – (TMH).</li> <li>5. K. Ramakrishnan: Rural Marketing – (Pearson).</li> </ol>

<b>MM1005 – INTERNATIONAL MARKETING</b>	
<b>Objective:</b> To acquaint the students with environmental, procedural, institutional arrangements in international marketing and the decisions relating to import & export in global arena.	
<b>Outcomes:</b> After completion of this course, the students will be able to analyze the environmental variables that influence international marketing and able to understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations; The students able to analyse a real-world case study involving complicated international marketing issues and provide recommendations in both written form and in the form of a group presentation and can Produce a comprehensive international marketing plan.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction to International Marketing:</b> Introduction, Scope of International Marketing, International Marketing Vs. Domestic Marketing, Principles of International Marketing, Customer Value and the Value Equation, Competitive or Differential Advantage, Management Orientations, MNCS and TNCS, Basis of International Trade, India and World Trade , Benefits of International Marketing .
<b>MODULE – II</b>	<b>International Marketing Environment:</b> Introduction, Challenges in Global Marketing, International Trade Environment, Classical Trade Theories, Modern Trade Theories, Trade Barriers, Quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, India’s Role in International Trade Theories.
<b>MODULE – III</b>	<b>International Market Entry Strategies :</b> Introduction , Different Entry Modes and Market Entry Strategies , Joint Ventures , Strategic Alliances, Direct Investment , Manufacturing and Franchising, Foreign Markets and Export Marketing Process , Choosing Appropriate Mode of Operations, Issues Related to Exports , Processing an Export Order , Entering into Export Contract, Export Pricing and Costing, Export-Import (EXIM) Policy, 2002 -2007 .
<b>MODULE – IV</b>	<b>International Product Planning:</b> Product Adoption and Standardization, International Market Segmentation , Influences on Marketing Plan and Budget, International Product Policy, Marketing Mix, International Product Life Cycle, Marketing of Services , International Pricing Strategies , Dumping and Price Distortion , Counter Trade , International Distribution Channels, Distribution Policy, Distribution Conflicts and Channel Decision, International Marketing Strategy, International Promotion Strategy, International Advertising .
<b>MODULE – V</b>	<b>Export Marketing Documentation :</b> Introduction, Significance of Export Documentation, The Statutory Control, Declaration Forms, Disposal of Export Documentation Form , Major Documents, International Financial Institutions , IMF, World Bank , IBRD, International Finance Corporation , Organisation for Economic Cooperation and Development (OECD), Legal and Ethical issues in International Marketing, Nature of International Business Disputes and Proposed Action, International Dispute Settlement Machinery , Ethical Consideration in International Marketing and Marketing Communications .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Joshi: International Marketing –(OUP).</li> <li>2. Keegan: Global Marketing Management – ( Pearson).</li> <li>3. Francis Cherunilam: International Marketing –(HPH).</li> </ol>



<b>HRM1004 – MANAGEMENT OF TRAINING AND DEVELOPMENT</b>	
<b>Objective:</b> To acquaint the students about the importance of training and development in enhancing the knowledge and skills of an employee for improving the performance in a particular job.	
<b>Outcomes:</b> After completion of this course, the students will be able to identify and plan appropriate training solutions to individual or group performance gaps by applying different method to conduct training needs analyses, identify gaps, and design training processes to address those gaps. The students are able to ascertain by what method to design and implement training and development processes to enhance the effectiveness of individuals, teams, and organizations to evaluate training success.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction:</b> Concept of Training , Comparison between Training and Development , Concept of Skill up Gradation , Different Aspects of Training , Concept of Learning , Techniques of Learning , Adult Learns Principles and Pedagogy, Designing a Learning Environment .
<b>MODULE – II</b>	<b>Concept of Training Need :</b> Identification of Training Need, Methods of Training and Techniques of Training , On the Job, Off the Job, Lecture, Role Play , Case Study, Vestibule Training , Simulation Techniques , In Basket Exercise, Syndicate Method , T Group Training , Psychological Lab, Business Game, Activity Based Training , Programme Instruction Training, Choosing the Right Training Techniques .
<b>MODULE – III</b>	<b>Training Aids:</b> Different Type of Training Aids , Choosing the Appropriate Training Aids, Training Module, Concept , Dimension and Designing an appropriate Training Module.
<b>MODULE – IV</b>	<b>Administrative Procedure for Training:</b> Training File, Need Assessment Form , Feedback Form , Format of Request Letter for Trainers and Trainees , Their Certificate of Participation and Learning Diary, Training Calendar , Training Policy.
<b>MODULE – V</b>	<b>Training Evaluation:</b> Training Effectiveness, Assessment Criteria.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. B. Reddy: Effective HR Training and Development Strategy – (HPH).</li> <li>2. Ford: Bottom Line Training – (PHI).</li> <li>3. B. Reddy: Effective HR Training and Development Strategy – (HPH).</li> <li>4. Udai Pareek: Training for Development – (Vistaar).</li> </ol>



<b>HRM1005 – INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	
<b>Objective:</b> To help the students understand the HRM practices in different countries with major emphasis on the international dimensions of HRM in different firms.	
<b>Outcomes:</b> After completion of this course, the students will be able to understand issues, opportunities and challenges pertaining to international HRM by developing competency in dealing with cross cultural situations. The student will be able to understand the strategic and functional roles of HRM in various international contexts.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>International Human Resource Management :</b> Concept , Scope and Significance, Approaches to International Human Resource Management , Differences between Domestic and International HR Activities, Organizational Structure of Multinational Corporations , Theories and Models of Human Resource Management in MNC's.
<b>MODULE – II</b>	<b>International Human Resource :</b> Recruitment and Selection, Cross National Differences in Personnel and Organization Policies, Sources of Human Resources, Home – Country , Host –Country , Third-Country Nationals , Selection Criteria for International Assignment , Adaptability to Cultural Change , Motivation for a Foreign Assignment and Leadership Ability.
<b>MODULE – III</b>	<b>Training and Development :</b> Methods of Training, Process of Expatriate and Repatriation Management Development in International Settings , Global Leadership Development , Process of Repatriation .
<b>MODULE – IV</b>	<b>Compensation :</b> Rewards and Benefits , Multinational Corporations and Compensation Systems , Performance Management in MNCs.
<b>MODULE – V</b>	<b>Labour Relations and Conflict Resolution in Multinational Corporations :</b> Forms of Industrial Democracy in Multinational Corporations , Issues and Challenges of IHRM.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. K.Asathappa &amp; Sadhna Das : IHRM – (TMH).</li> <li>2. P.Subba Rao: International HRM –(HPH).</li> <li>3. A. Harzing: International HRM –(Sage).</li> <li>4. Doweing: International Dimensions of HRM – (EEWW).</li> <li>5. Thakur: International Management – (TMH).</li> <li>6. Deresky: International Management –(PHI).</li> </ol>



<b>OM1004 – PURCHASING AND MATERIALS MANAGEMENT</b>	
<b>Objective:</b> To acquaint the students with the procedures of purchasing and material management .	
<b>Outcomes:</b> After completion of this course, the students will be able to ready to be active and contributing members of a P&MM function. They will have the foundational knowledge to support senior management in strategy development and building cases for tactical improvements in People, Processes, and Technology. They will integrate important materials functions to both products and services & use MRP,ERP,& PLM managing materials.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Role of Purchasing and Materials Management :</b> Objectives, Organization and Inter relationships , Determination and Description of Material Quantity , Material Planning in Push and Pull System , MRP and JIT, Determination and Description of Material Quality, Receiving and Incoming Quality Inspection , Acceptance Sampling Plans and Acceptance Sampling, Vendor Process Capability .
<b>MODULE – II</b>	<b>Classification and Codification :</b> Design and Types of Coding Systems, Codes for Physical Identification and Other Codes, Cost Reduction Techniques , Standardization , Simplification and Variety Reduction , Value Analysis and Engineering , Make or Buy Decisions .
<b>MODULE – III</b>	<b>Purchase Methodology :</b> Sources of Supply, Price Determination and Negotiation , Legal Aspects of Purchasing, Public Purchasing and Tendering , International Purchasing Procedures and Documentation , Purchasing of Capital Equipment , Appraisal Methods .
<b>MODULE – IV</b>	<b>Supplier Evaluation :</b> Supplier Rating , Supplier Selection and Development , Evaluating Suppliers' Efficiency , Purchasing Research, E- Procurement .
<b>MODULE – V</b>	<b>Materials Logistics :</b> Stores Layout , Warehousing Management , Material Handling , Traffic and Transportation , Disposal of Scrap, Surplus and Obsolete Materials , Inventory Control of Spare Parts , Materials Information System.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Chitale &amp; Gupta : Materials Management: Text &amp; Cases – (PHI).</li> <li>2. Dutta : Integrated Material Management – (PHI).</li> <li>3. Mishra: Materials Management – (Excel).</li> <li>4. Lee and Dobler: Purchasing and Materials Management – (TMH).</li> </ol>

<b>OM1005 – TOTAL QUALITY MANAGEMENT</b>	
<i><b>Objective:</b> To understand the concept of total quality management and develop skills to use SQC techniques along with other quality management tools in solving quality-related problems in an organisation amongst the students</i>	
<i><b>Outcomes:</b> After completion of this course, the students will be able to understand the fundamental principles of Total Quality Management, choose appropriate statistical techniques for improving processes and to develop research skills that will allow them to keep abreast of changes in the field of Total Quality Management.</i>	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Concept of Quality:</b> Importance of Quality in Services and Manufacturing Operations, Quality and Defects, Quality Assurance, Organization for Quality, Quality Manager, Functions and Accountability .
<b>MODULE – II</b>	<b>Quality Planning:</b> Operations Planning and Quality Assurance, Quality of Design Product and Services, Production and Operations, Resources and Supplies, Quality Conformance, Inspection & Process Control, Acceptance Sampling Techniques, Quality of Performance, Field Services.
<b>MODULE – III</b>	<b>Product Quality Audit :</b> Discovering and Analyzing Quality Control Problems, Analysis and Diagnosis Tool Stratification, Pareto Diagrams, Cause and Effect Diagram, Histograms, Graphs and Control Charts, Check Sheets, Scatter Diagrams , Market Quality Surveys and Complaints Processing, Analyzing and Diagnosing Quality Problem.
<b>MODULE – IV</b>	<b>Quality Control Audit &amp; ISO 9000:</b> Purpose of Quality Control Audit and its Effectiveness, Planning and the Quality Audit, External and Internal Quality Audit, Clients, Audit, Auditor, Audit Procedure, Implementation of Quality Audit , ISO 9000.
<b>MODULE – V</b>	<b>Total Quality Management :</b> Concept, Strategic Orientation, Leadership and Training Documentation, Systems, Quality Circles, Kaizen, Benchmarking Aspects of Service Quality Management .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Jain: Quality Control &amp; Total Quality Management – (TMH).</li> <li>2. Sneha &amp; Willburn : The Management of Quality Assurance – (JWS).</li> <li>3. Mills: The Quality Audit: A Management Evaluation Tool – (TMH).</li> <li>4. Juran &amp; Gryna: Quality Planning and Analysis – (TMH).</li> <li>5. Mandal: Total Quality Management – (Vikas).</li> <li>6. Bester Field : Total Quality Management – (Pearson).</li> </ol>



<b>SYS1004 – ADVANCED DATA BASE MANAGEMENT SYSTEM</b>	
<b>Objective:</b> To acquaint the students about the database requirements and determine the entities involved in the system and their relationship to one another.	
<b>Outcomes:</b> After completion of this course, the students will be able to Critically assess new developments in database technology. Interpret and explain the impact of emerging database standards and evaluate the contribution of database theory to practical implementations of database management systems.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Advance Database Management System:</b> Concepts and Architectures Centralized, Client-Server, Server System, Parallel, Distributed, Web Based Systems.
<b>MODULE – II</b>	<b>Parallel Databases &amp; Distributed Database :</b> Introduction to Parallel Databases, Parallel Database Architecture, Input -Output Parallelism, Inter Query and Intra Query Parallelism, Inter Operational and Intra Operational Parallelism, Design of Parallel Systems, Parallelism on Multi Core Processors, Introduction to Distributed Databases, Distributed DBMS Architectures, Homogeneous and Heterogeneous Databases, Distributed Data Storage, Distributed Transactions, Commit Protocols, Availability, Cloud Based Database, Concurrency Control and Recovery in Distributed Databases, Directory Systems.
<b>MODULE – III</b>	<b>Specialty Databases and Applications:</b> Object Oriented Database – OR and OO, Temporal Databases, Spatial Data and Geographic Database, Multimedia Data, Mobility and Personal Databases.
<b>MODULE – IV</b>	<b>Data Warehousing &amp; Knowledge Base Systems and Data Mining :</b> Introduction to Data Warehousing, Architecture, Dimensional Data Modeling, OLAP, OLAP and Data Cubes, Data Preprocessing, Knowledge Discovery in Databases (KDD), Association Rules, Market Basket Model and Confidence, Classification, Clustering, Approaches to other Data Mining Problems, Applications of Data Mining.
<b>MODULE – V</b>	<b>Data Exchange through XML :</b> Structure of XML Data, XML Schema, XML Document and Database Schema Storing and Extracting XML Document, XML Querying XML Data, Application Program Interface to XML, XML Applications.
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Bipin C.Desai: An Introduction to Database System – (Galgotia).</li> <li>2. Molina, Ullman, Widom: Database System – (Pearson).</li> <li>3. Date: An Introduction to Database System –(Pearson).</li> <li>4. Hansen and Hansen: Database Management and Design – (PHI).</li> <li>5 Hoffer: Modern Database Management - (PHI).</li> </ol>

<b>SYS1005 – NETWORKING MANAGEMENT</b>	
<b>Objective:</b> To make the students understand how to deploy encryption techniques to secure data in transit across data networks	
<b>Outcomes:</b> After completion of this course, the students will be able to acquire the knowledge about network management standards (OSI and TCP/IP), network management tools and the skill to use them in monitoring a network. They are able to analyse the challenges faced by Network managers and evaluate various commercial network management systems and open network management systems.	
<b>Credit : 4</b> <span style="float: right;"><b>Contact Hours: 40</b></span>	
<b>MODULE – I</b>	<b>Introduction :</b> An Overview of Computer Security, Security Services , Security Mechanisms , Security Attacks, Access Control Matrix, Policy, Security Policies, Confidentiality Policies, Integrity Policies and Hybrid Policies.
<b>MODULE – II</b>	<b>Cryptosystems &amp; Authentication :</b> Classical Cryptography, Substitution Ciphers , Permutation Ciphers , Block Ciphers , DES, Modes of Operation , AES, Linear Cryptanalysis, Differential Cryptanalysis , Hash Function , SHA 512 , Message Authentication Codes , HMAC, Authentication Protocols .
<b>MODULE – III</b>	<b>Public Key Cryptosystems :</b> Introduction to Public Key Cryptography, Number Theory, The RSA Cryptosystem and Factoring Integer , Attacks on RSA, The Elgamal Cryptosystem, Digital Signature Algorithm , Finite Fields Elliptic Curves Cryptography, Key Management , Session and Inter change Keys, Key Exchange and Generation, PKI.
<b>MODULE – IV</b>	<b>System Implementation :</b> Design Principles , Representing Identity , Access Control Mechanisms , Information Flow and Confinement Problem , Secure Software Development , Secured Coding, OWASP / SANS Top Vulnerabilities , Buffer Overflows , Incomplete Mediation, XSS ,Anti Cross Site Scripting Libraries , Canonical Data Format , Command Injection , Redirection , Inference, Application Controls.
<b>MODULE – V</b>	<b>Network Security:</b> Secret Sharing Schemes, Kerberos, Pretty Good Privacy (PGP) , Secure Socket Layer (SSL) , Intruders , HIDS, NIDS Firewalls, Viruses .
<b>Note:</b>	<i>Emphasis should be given on case analysis (both written and/ or presentation.)</i>
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. William Stallings : Cryptography and Network Security – (Pearson).</li> <li>2. Matt Bishop: Computer Security Art and Science – (Pearson).</li> <li>3. Tanenbaum: Computer Networks – (Pearson).</li> <li>4. Forouzan: Data Communication &amp; Networking – (TMH).</li> </ol>