

# **MBA Course Structure**

(Applicable from 2020-21 admitted Batch)



## **Department of Business and Management Studies**

**GUDLAVALLERU ENGINEERING COLLEGE**

(An Autonomous Institute with Permanent Affiliation to JNTUK, Kakinada)

**SESHADRI RAO KNOWLEDGE VILLAGE**

**GUDLAVALLERU**

**I Semester**

Sl. No.	Name of the Course / Laboratory	No. of Credits for			Total No. of Credits
		L	T	P	
1	Perspectives of Management	4	-	-	4
2	Managerial Economics	4	-	-	4
3	Accounting for Managers	3	-	1	4
4	Business Communication & Skill Development	4	-	-	4
5	Business Environment and Legislation	4	-	-	4
6	Quantitative Analysis for Business Decisions	3	-	1	4
7	Business Law	4	-	-	4
8	Information Technology Lab for Business Management	-	-	4	2
<b>Total</b>					<b>30</b>

**II Semester**

Sl. No.	Name of the Course / Laboratory	No. of Credits for			Total No. of Credits
		L	T	P	
1	Financial Management	3	-	1	4
2	Marketing Management	4	-	-	4
3	Human Resource Management	4	-	-	4
4	Production & Operations Management	4	-	-	4
5	Business Research Methods	3	-	1	4
6	International Business	4	-	-	4
7	Organizational Behaviour	4	-	-	4
<b>Total</b>					<b>28</b>

**III Semester**

Sl. No.	Name of the Course / Laboratory	No. of Credits for			Total No. of Credits
		L	T	P	
1	Business Policy & Strategic Management	4	-	-	4
2	Logistics and Supply Chain Management	4	-	-	3
3	Retail Management	4	-	-	3
4	Business Ethics & Corporate Governance	4	-	-	3
5	Elective Subject –I	4	-	-	3
6	Elective Subject –II	4	-	-	3
7	Elective Subject –III	4	-	-	3
8	Elective Subject –IV	4	-	-	3
<b>Total</b>					<b>25</b>

## IV Semester

Sl. No.	Name of the Course / Laboratory	No. of Credits for			Total No. of Credits
		L	T	P	
1.	Entrepreneurship & Project Management	4	-	-	4
2.	Management of Retail Operations	4	-	-	3
3.	Elective Subject –I	4	-	-	3
4.	Elective Subject –II	4	-	-	3
5.	Elective Subject –III	4	-	-	3
6.	Elective Subject –IV	4	-	-	3
7.	Project Report	-	-	-	5
8.	Comprehensive Viva – Voce	-	-	-	1
<b>Total</b>					<b>25</b>

### Proposed Electives:

III Semester	IV Semester
<p><b>Marketing:</b> Advertising and Brand Management Consumer Behaviour</p> <p><b>Finance:</b> Security Analysis and Portfolio Mgmt. International Financial Management</p> <p><b>HR:</b> Human Resources Analytics Industrial Relations and Labour Laws</p>	<p>Marketing of Services Sales and Distribution Management</p> <p>Financial Derivatives Financial Institutions and Services</p> <p>Compensation Management Management of Change and Development</p>

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# Perspectives of Management

I - Semester

Lecture : 4

Credits: 4

Internal Marks: 40

External Marks: 60

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## Course objectives:

- To identify and communicate the purpose and functions of management and its theory.
- To identify the importance of planning, organising and the types of plans and structures followed by organizations.
- To study the system and process of effective leading and controlling in the organization.

## Learning Outcomes:

At the end of the course, students should be able to:

- Recognize the theory of management and manager's role in organization.
- Justify the need for planning across management levels and decision-making in current perspective.
- Assess organizing process with respect to authority & delegation and discuss the conflict mechanism.
- Evaluate leadership styles, overcome communication barriers and formulate best controlling practices.
- Identify the current business landscape and trends in international perspective.

## UNIT - I: Introduction to Management

**Management:** Concept, Nature, Process and Significance of Management, Managerial Roles (Henry Mintz berg), Management Art or Science, Management as Profession, Management vs. Administration, Levels of Management, Role and functions of a Manager. **Evolution of Management thought:** Early Contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy (Max Weber), Hawthorne Experiments and Human Relations, Social Systems Approach and Decision theory Approach.

## UNIT - II: Planning

Concept of Planning: Nature, Scope, Significance and Objectives of Planning, Types of Planning, Process of Planning, Importance and Limitations of Planning, Barriers to effective Planning.

**Decision Making:** Concept, Characteristics, Types of Decisions, Decision Making Process, Importance of Decision Making. **Decision Making Models:** Classical, Administrative and Political. Group Decision Making Techniques: Delphi, Nominal and Lotus Blossom Technique.

## UNIT - III: Organising

Meaning, Importance, Principles of Organising, Forms of Organisational Structure. **Authority and Responsibility:** Bases for Authority, Power and Responsibility. **Delegation and Decentralization:** Concept and significance of Delegation, Guidelines for delegation and its limitations, Barriers and overcoming barriers to Delegation. Factors influencing Decentralization, Centralization vs. Decentralization. **Span of Management:** Factors influencing Span, Span and Organisation Structure. **Line and Staff:** Concepts and conflicts, Resolution of Conflicts.

## **UNIT - IV: Leading and Controlling**

**Motivation:** Nature and Importance, Types and Theories. **Leadership:** Meaning and Importance Nature, trait theories, behavioural theories, contingency theories, leadership styles and skills. **Communication:** Nature and Importance, Process, Networks, Types and Barriers. **Coordination:** Nature, Methods and Techniques. **Controlling:** Nature and Scope, Types of Control, Control Process, Modern Techniques of Control and Requirements of effective Controlling.

## **UNIT - V: International Management**

International Management: Challenges of present day Management and Factors influencing it, International Organisational Design: Organizational Structure in International Organisations. Leadership in International Organisations: Leadership Traits and Preferences in International Organisations. Communication in International Organisations, Indian, American and Japanese Management Practices: Similarities and Differences. Recent developments in the field of Management in a Global perspective.

### **Text Books:**

1. Koontz & O' Donnell, Essentials of Management,
2. Terry, G.R., Principles of Management
3. Peter F. Drucker, Management Task and Responsibility
4. Daft: "The New Era of Management", Cengage Learning, New Delhi, 2009.
5. Pravin Durai: Principles of Management: Text & Cases, Pearson Publications, Noida, UP, 2019.

### **Reference Books:**

1. Koonz, Weihrich and Aryasri: "Principles of Management", Tata McGraw Hill, 2004.
2. Rao, VSP: "Management Text and cases", Excel books, New Delhi
3. Stoner, Free man and Gilbert: "Management", Pearson Education, New Delhi, 2002.
4. PremVrat, K.K.Ahuja, P K Jain: "Case Studies in Management", Vikas Publishing House Limited, 2002.
5. Ramaswamy, T: "Principles of Management", Himalaya Publishing House, Mumbai, 2008.
6. Meeenakshi Gupta: "Principles of Management", PHI Private Limited, New Delhi, 2009.
7. J S Chandan: "Management Theory and Practice", Vikas Publishing House Limited, 2009.
8. Anil Bhat, Arya Kumar: "Management", Oxford University, New Delhi, 2008.
9. Schermer horn Jr.: "Management ", Wiley-India, New Delhi, 2008.
10. S. Soundaian: Principles of Management, MJP Publishers, Chennai, 2019.

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# Managerial Economics

I - Semester

Lecture: 4

Credits: 4

Internal Marks: 40

External Marks: 60

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## Course Objectives:

- To apply knowledge of a series of basic economic principles to the decision making process within the firm.
- To identify and solve issues related to optimal pricing strategies, demand forecasting, optimal financing, and investment decisions, among others, can be successfully tackled with managerial economics tools.
- Use the tools of economic theory to explain optimal production and pricing decisions by the firm in each market structure

## Course Learning Outcomes:

Students will be able to

- Apply the economic way of thinking to individual decisions and business decisions.
- Evaluate the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services, and income.
- Analyze the concepts of cost, nature of production and its relationship to Business operations under different constraints.
- Integrate the concept of price and output decisions of firms under various market structure.
- Analyze the economic environment in which business entities operate and understand how managerial decisions can vary under different constraints.

## UNIT – I: Introduction to Managerial Economics

Definition, Nature and Scope, the role of managerial economics/economist in decision making. Basic economic principles– the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi - marginalism, Time perspective, discounting principle, risk and uncertainty-Case study.

## UNIT – II: Theory of Demand: Demand Analysis

Elasticity of demand, types and significance of Elasticity of Demand–Measurement of Price Elasticity of Demand–Demand determinants-Law of Demand & Exceptions–Demand Forecasting Methods-Case study.

## UNIT – III: Production Analysis & Cost Theory

Meaning of Production function - Cobb Douglas Production Function – Production function with one variable input. Marginal Rate of Technical Substitution – The production Iso-quant - The production Iso - cost. Cost concepts, Break Even Analysis Case study.

## UNIT – IV: Market Structure and Pricing Practices

Features and Types of different Markets - Price-Output determination in Perfect competition, Monopoly both in the long run and short run. Pricing methods in practice – Case study.

## UNIT – V: Introduction to National Income

Introduction to national income – national income concepts –methods of measuring national income - economic indicators- economic transition in India – Case Study.

**Text books:**

1. Varshney, R.L and Maheswari, K L: “Managerial Economics”, Sultan Chand and Sons, New Delhi, 2014.
2. P L Mehta, Managerial Economics: Analysis, Problems, Cases, Sultan Chand & Sons, New Delhi, 2016.
3. Hirschey, Bentzen, Scheibye, Managerial Economics, 15/e, Cengage Learning, New Delhi, 2019.

**Reference Books:**

1. M.L Trivedi: “Managerial Economics”, Tata Mc-Graw Hill, New Delhi, 2004.
2. Siddiqui S A, Siddiqui A S: “Managerial Economics and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Craig H. Petersen, Cris Lewis, Sudhir k Jain: “Managerial Economics”, Pearson Education, New Delhi, 2009.
4. Dominick Salvatore: “Managerial Economics”, Oxford University Press, New Delhi, 2009.6. Mithani D M: “Managerial Economics”, Himalaya Publishing House, Mumbai, 2008.
5. Dwivedi D N: “Managerial Economics”, Vikas Publishing House Private Limited, New Delhi, 2009.
6. William f, Samuelson, Stephen G, Marks: “Managerial Economics”, Wiley India Publishers, New Delhi, 2008.

# Accounting for Managers

I - Semester

Lecture : 3 + 1

Credits: 4

Internal Marks: 40

External Marks: 60

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## Course Objectives:

- To develop an insight of principles and techniques of accounting and utilisation of financial and accounting information for planning and decision-making.
- To design a framework for the analysis of financial statements.

## Learning Outcomes:

Upon successful completion of the course, the students will be able to

- Learn the principles of Accounting.
- Design and present the financial information of companies in accordance with the accounting rules.
- Record the process of inventory valuation and issue of shares.
- Analyse the financial statements using ratios for managerial decision making.
- Analyze and interpret financial statements for a range of users.

## UNIT - I: Accounting Process:

Definition of accounting, accounting cycle, classification of accounts, accounting equation static and dynamic nature of accounting, users of accounting information, books of original entry, ledger, trial balance, terminal accounts. Accounting concepts and conventions and their implications on the data generation - Case study.

## UNIT - II: Understanding Terminal Accounts:

Preparation and presentation of income statement, balance sheet. Accounting standards importance in global accounting environment, IAS-IFRS-US GAAP; preparation and presentation of final accounts of companies-Case study.

## UNIT – III: Inventory Valuation and Issue of Shares:

Methods of inventory valuation, Issue of Shares, issue of shares at premium and discount –Case study.

## UNIT – IV: Financial Analysis-I:

Ratio analysis liquidity, activity, structural, coverage and profitability ratios; predictive power of ratio analysis; Inflation and financial analysis; applications of financial analysis, -Case study.

## UNIT - V: Financial Analysis-II:

Funds flow analysis; concepts of funds; ascertaining funds from operations; sources of funds: Uses of funds; preparation and analysis of funds flow statement, preparation of cost Sheet-Case study.

## Text Books:

1. Asish K. Bhattacharyya: “Essentials of Financial Accounting”, PHI Private Limited, New Delhi, 2009.
2. Vijaya Kumar. P, Ravindra P.S. Accounting for Managers, Himalaya Publishing House, New Delhi, 2013.
3. G. Prasad, Accounting for Managers, Jai bhara Publications, 2012.

## Reference Books:

1. Ramachandran N, Ram Kumar Kakani: Financial Accounting for Management, McGraw Hill 2013.
2. Khan and Jain: Management Accounting, McGraw Hill Education, 2017.

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# Business Communication and Skill Development

I - Semester

Lecture: 4  
Credits: 4

Internal Marks: 40  
External Marks: 60

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## Course Objectives:

- To obtain knowledge about the general terms related to the academic study of organization communication.
- To understand how individual personality traits and human temperament effect organizational communication and cohesion.
- To examine how supervisors and subordinates communicate with each other effectively.

## Course Learning Outcomes:

### Students will be able to

- Apply the knowledge of overcoming the Barriers of communication.
- Asses the role played by non verbal communication and different personality traits.
- Apply the types of communication which are effective in organizations.
- Examine the deliverability take part in interviews, presentations, discussions, etc.

## UNIT – I: Role of Communication in Business:

Objective of Communication –The Process of Human Communication – Media of Communication, Written Communication – Oral Communication - Visual Communication, Audio Visual Communication–Silence– Case study.

## UNIT – II: Managing Organization Communication:

Formal and Informal Communication – Intrapersonal Communication–Models for Inter Personal Communication–Managing Motivation to Influence Interpersonal Communication–CommunicationStyles– GatewaystoEffectiveInterpersonal Communication – Case study.

## UNIT – III: Business Writing Skills:

Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephone Communication – Use of Technology in business Communication - Case study.

## UNIT – IV: Report Writing:

Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports – Preparation and organization of Press Report-Case study.

## UNIT – V: Presentation skills:

Techniques of presentation – types of presentation–video Conferencing and formats–interview–formal and informal–interview techniques–Communication etiquettes – Case study.

## Text Books:

1. Essentials Of Business Communication, Rajendra Pal, JS Korlahhi: Sultan Chand & Sons, New Delhi.

## Reference Books:

1. Communication Skills, Leena Sen, Prentice Hall of India Pvt. Ltd., New Delhi
2. Developing Communication Skills, Krishna Mohan, Meera Banerji, Macmillan India Ltd.
3. Technical Report Writing Today 8<sup>th</sup> Edition, Daniel G Riordan, Steven E. Pauley, Biztantra, New Delhi.

4. Basic Business Communication, 10<sup>th</sup> Edition, Lesiker and Flatley, Tata McGraw-hill
5. Business Communication, RK Madhukar, Vikas Publishing House Pvt. Ltd.,
6. Meenakshi Rama: "*Business Communication*", Oxford University Press, New Delhi.

# Business Environment and Legislation

I - Semester

Lecture:4  
Credits : 4

Internal Marks : 40  
External Marks: 60

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## Course Objectives:

- To develop ability to understand and scan business environment in order to analyze the opportunities and take decisions under the uncertainty.
- To understand impact of changes in Economic Policies, Political-Legal and Socio-Cultural issues on business.
- To provide the knowledge of environmental protection laws pertaining to business.

## Learning Outcomes:

Upon successful completion of the course, the students will be able to

- Assess the internal and external factors of business environment in managing organization.
- Demonstrate an understanding of Indian economy and to explain the fundamental economic principles having impact on business.
- Chalk out the strategies based on the changes in policy frame work for achieving the organizational goals.
- Adopt the changes in political-legal and socio-cultural issues to fine tune to the business decision making.
- Apply the knowledge of Environment Laws to business organization.

## UNIT - I: Introduction to Business Environment:

Business – Concept, Functions, Scope, Significance and Objectives, Types of Business Organizations. Business Environment - Meaning, Characteristics, Scope and Significance, Components of Business Environment. Environmental Analysis and Techniques, Benefits and Limitations.

## UNIT - II: Economic Environment:

Economic Systems- Concept and Types. Structure of Indian Economy. Basic Economic Challenges: Poverty, Rural Development, Unemployment, Infrastructure. Economic Planning in India - Objectives, Importance and Role of Five Year Plans-NITI Ayog.

## UNIT - III: Policy Frame Work in Indian Economy:

Industrial Policies since independence. Fiscal Policy-Public Revenue, Expenditure and Debt. Monetary Policy. Liberalization Privatization and Globalisation (LPG). Policy on Research and Development, Technology Transfer.

## UNIT - IV: Political-Legal and Socio Cultural Environment:

Elements of Political and Legal Environment- Role of Government in Business. Elements of Social Cultural Environment, Consumerism in India, Corporate Social Responsibility.

## **UNIT - V: Environmental Legislation:**

Sick Industrial Companies (Special Provisions) Act, 1985. The Environment (Protection) Act, 1986. The Air (Prevention and Control of Pollution) Act, 1981. The Water (Prevention and Control of Pollution) Act 1974.

### **Text Books:**

1. Dr. V. C. Sinha: Business Environment, A Publication of SBPD Publishing house, Agra, UP, 2020.
2. Francis Cherunilam: Business Environment-Text and Cases, Himalaya Publishing House, Mumbai.
3. Aswathappa K: Essentials of Business Environment, Himalaya Publishing House, Mumbai.
4. Justin Paul: Business Environment, Tata McGraw Hill, New Delhi, 2006.
5. Dutt and Sundaram: "Indian Economy", S. Chand, New Delhi.

### **Reference Books:**

1. Raj Agrawal: Business Environment, Excel Publication, New Delhi.
2. A.C. Fernando: Business Environment -Pearson Education India, 2011
3. Shaikh Saleem: Business Environment, Pearson Education, New Delhi, 2008.
4. Uma Kapila: Indian Economy: Performance and Policies, Academic Foundation, 2015
5. V.K Puri and S.K. Mishra: Indian Economy, Himalaya Publishing House; Revised Edition, 2015.

# Quantitative Analysis for Business Decisions

I Semester

Lecture: 3 + 1  
Credits: 4

Internal Marks: 40  
External Marks: 60

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## Course Objective:

- To familiarize the techniques of optimization and their applications in decision making.
- To introduce allocation models.
- To determine how to plan, monitor and control projects with use of PERT.

## Learning Outcomes:

Upon successful completion of the course, the students will be able to

- Find different operations of matrices and calculate probabilities.
- Analyse decision making situations and finding optimal strategies
- Formulate the linear programming problems and optimal solutions using graphical and simplex method.
- Assess optimal solution for Transportation models and assignment models.
- Construct the network diagrams for different projects and identify critical path.

## UNIT - I: Basic Mathematical & Statistical Tools:

Matrices – Elementary operations. Concept of Probability – addition, conditional and multiplication laws of Probability – Bayes Theorem (Statement) – Applications.

## UNIT - II: Decision making & Game Theory:

Introduction to Decision theory, Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making under uncertainty and Risk, Decision trees, Graphic displays of the decision making process

Game Theory: Introduction – Two Person Zero-Sum Game, Pure Strategy, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution of Games without Saddle point

## UNIT - III: Linear Programming & Replacement model:

Mathematical Formulation of LPP – Graphical Method – Simplex Method and its Applications.

Replacement Theory: Introduction – Types of failures – individual replacement – money value constant and money value changes.

## UNIT - IV: Transportations & Assignment Models:

Transportation Problem: Introduction – Methods for Finding Initial Solution – Optimum Solution – Assignment Problem: Hungarian Method – finding optimal assignment.

## UNIT - V: PERT & C.P.M:

Introduction – Drawing networks – identifying critical path – probability of completing the project within given time – Project crashing – optimum cost and optimum duration.

Relevant case studies have to be discussed in each unit and in semester End examinations case study question is compulsory which may be from any unit.

### ***Text Books***

1. J. K. Sharma, Operations Research: Theory and Applications, 5<sup>th</sup> edition, Macmillan Publishers, India.
2. Sancheti, DC & VK Kapoor, Business Mathematics, S. Chand and Sons, New Delhi, 2014

### ***References Books***

1. Berry Render, Ralph M. Stair Jr, Michael E. Hanna– Quantitative Analysis for Management, Prentice Hall, 2011
2. N.D. Vohra, Quantitative Techniques in Management, Tata-McGraw Hill Private Limited, New Delhi, 2011.
3. Gupta S.P: Statistical Methods, S. Chand and Sons, New Delhi, 2012.
4. Anand Sharma, Quantitative Techniques for Business decision Making, Himalaya Publishers, New Delhi, 2012.

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# Business Law

I Semester

Lecture: 4  
Credits: 4

Internal Marks: 40  
External Marks: 60

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## Course Objectives:

- To identify the fundamental and legal principles behind contractual agreements.
- To provide basic requirements of Negotiable Instruments Act and Law of Partnership for the purpose of conducting business.
- To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations.

## Learning Outcomes:

Upon successful completion of the course, the students will be able to

- Acquire a sound knowledge of the legal aspects of the laws affecting businesses.
- Apply different legislations dealing with business and commerce like Sales of Goods Act.
- Know about various negotiable instruments and Partnership Act.
- Illustrate ways in which agency relationships can be created and terminated
- Understand the use of the memorandum of association and article of association in a company

## UNIT - I: Importance of Commercial Law:

The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts –Essentials of a Valid Contract – Offer and Acceptance –Capacity – Consideration–Free Consent –Legality of Object – Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies- Case study.

## UNIT - II: Sales of Goods Act:

Introduction to Act–Distinction between Sales and Agreement to Sell– Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership –Rights of an Unpaid Seller-case study. Information Technology Act 2000- Case study.

## UNIT - III: Contract of Agency:

Meaning and Nature of Agency – Kinds of Agents –Creation of Agency- Duties and Rights of Principal –Duties and Rights Agents Principal’s Liability for the Acts of the Agent- Personal Liability of Agent – Termination of Agency-case study.

## UNIT - IV: Negotiable Instruments Act, 1881 & Indian Partnership Act:

Characteristics of Negotiable Instruments–Kinds of a Negotiable Instrument – Endorsement – Presentation of Negotiable Instrument –Discharge of a Negotiable Instrument-Meaning and Essentials of Partnership- Registration – Duties and Rights of Partners – Dissolution of Partnership.

## UNIT - V: Company Act, 1956 & Company Act 2013 amendments:

Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association – –Duties of Directors-Winding up - Case study.

## Text Books:

1. Ravindra Kumar: Legal Aspects of Business, Cengage learning, New Delhi, 2009
2. Pathak: Legal Aspects of Business, Tata McGraw Hill, New Delhi, 2010.
3. S. N. Maheshwari, S.K. Maheshwari: A Manual of Business Laws, Himalaya Publishing House, Mumbai, 2009.
4. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand & Sons
5. Chandra Bose: Business Law, PHI Learning, New Delhi, 2010.

6. Company Law (12th Edition) by Ashok K Bagrial, Vikas Publishing House Pvt. Ltd

**Reference Books:**

1. Satish B, Mathur: Business Law, Tata McGraw Hill, New Delhi, 2010.
2. S.S. Gulshan, G.K. Kapoor: Business Law Including Company Law, New-Age Publishers, New Delhi, 2008.
3. K.C. Garg, V,K. Sareen: Business Law, Kalyani Publication, New Delhi, 2007.
4. P.K.Goyal: Business Law for Mangers, Biztntra, New Delhi, 2010.
5. Business and Corporate Laws by G. Prasad, Jai Bharat Publications

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# Information Technology Lab for Business Management

I Semester

Practical: 4

Credits : 2

Internal Marks: 40

External Marks: 60

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## Course Objectives:

- To improve communication and presentation skills using MS Power Point and Microsoft Word.
- To familiarize the students with spreadsheet (MS Excel) as a financial modeling tool and understand its capabilities and limitations.
- To Help the students to understand SQL for Database Applications

## Learning Outcomes:

Upon successful completion of the course, students will be able to

- Demonstrate the knowledge of Microsoft office tools like Microsoft word, Power Point to prepare effective presentations and documentation of project work.
- Apply the knowledge of Microsoft Excel in Financial modeling.
- Select an appropriate Data Analysis technique and data collection method.
- Demonstrate the knowledge of charts and flow diagrams in management decisions.
- Write SQL statements that create database objects.

## UNIT - I: Introduction to MS Office:

Introduction of various software used for business and Introduction to MS-word-creation of letters, tables, pictures using MS-Word.

## UNIT - II: Statistics for Management:

Statistics for management- data presentation techniques. Spreadsheet showing the monthly payments with changing interest rate over a period of loan. (Using excel).

## UNIT - III: Data Collection and Analyzing Techniques:

Data Collection and analyzing techniques – Bar and Pie charts, flow diagrams

## UNIT - IV: Presentations of Mini Projects:

Preparation and presentation of mini projects/seminars assigned for coursework of first semester using MS PowerPoint

## UNIT - V: Introduction to SQL:

Introduction to SQL, DML–Update, Delete, Insert commands, DDL–Create, Alter and Drop commands.

## Text Books:

1. Alexis Leon, Introduction to Computers with MS Office 2000, TMH, New Delhi, 2000.
2. Bay ross, Oracle Teach Yourself SQL/PLSQL using Oracle 8i and 9i with SQL, BPB, 2002.

## Reference Books:

1. Shelly, Cash man: "Microsoft copies 2007", Cengage Learning, New Delhi, 2012
2. Courter, Mastering Microsoft Office for Business Professional, Tech media, 2003.

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# Financial Management

II Semester

Lecture: 3 + 1  
Credits : 4

Internal Marks : 40  
External Marks : 60

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## Course Objectives:

- To identify the firm's earning availability to the equity share holders, market price of the share & their price earning capacity.
- To provide safety on investment made by the organisation.
- To plan a sound capital structure of an organisation.

## Learning Outcomes:

Upon successful completion of the course, students will be able to

- Asses the fundamental decision in financial management and the trade-offs involved in making these decisions.
- Develop the relationship between investment, liquidity, and risk in the management of investment decisions.
- Evaluate appropriate cost to the firm that helps in minimising cost of capital by considering short and long term funds requirement
- Design optimum capital structure of the firm that helps in maximizing the wealth of the share holders.
- Design appropriate dividend policy that maximizing value of the firm.

## UNIT - I: The Finance Function:

Objective: Profit or Wealth Maximization and EPS Maximization, An over view of Managerial Finance functions- Time value of money. Present value, future value of money and the basic valuation models – Case study.

## UNIT-II: Investment Decisions:

Nature of Capital Budgeting decisions-techniques of capital budgeting: Payback method, Average rate of return and Time-Adjusted methods: IRR and NPV, profitability index, and excess present value index. Advanced problems in Capital Budgeting- Case study.

## UNIT - III: Cost of Capital & Working Capital Management:

**Cost of Capital:** Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions - Case study.

**Working Capital Management:** Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, financing of working capital through Bank finance and Trade Credit, Managing and controlling Working Capital- Case study.

## UNIT - IV: Capital Structure Decisions:

Capital structure vs financial structure– Capitalisation, financial leverage, operating leverage and composite leverage. EBIT – EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure theories–The Modigliani Miller Theory–A critical appraisal.-Case study.

## **UNIT - V: Dividend Decisions:**

Dividends and value of the firm – Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy – dividends and valuation of the firm – the basic models. Declaration and payment of dividends, Bonus shares. Rights issue, share-splits, Walter Model and Gordon Model – Case study.

### **Text Books:**

1. Prasanna Chandra : Financial Management(Tata Mc Graw Hill).
2. Kulkarni, M. A. Career: Financial Management (Himalaya Books Pvt. Ltd.)
3. Khan, M. Y/ Jain, P. K. TMH, Financial Management: Text & Problems, 7<sup>th</sup> edition (Mc Graw Hill Education).

### **Reference Books:**

1. James CVan Horne :Financial Management & Policy (Pearson Education)
2. Theory & Practice 15th Edition: Financial Management, Eugene F. Brigham and Michael C. Ehrhardt (Cengage Publishers).
3. Srivastava, R. M: **Financial Management & Policy: Global Perspective** (Himalaya Publishing House).

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# Marketing Management

II Semester

Lecture: 4

Credits: 4

Internal Marks: 40

External Marks: 60

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## Course Objectives:

- To develop marketing strategies to achieve company's objectives.
- To build an effective marketing plan to promote a company's product/ service.
- To understand how different situations in the competitive environment affect choices in target marketing.

## Learning Outcomes:

Upon successful completion of the course, students will be able to

- Assess the internal and external environment through scanning the marketing environment.
- Formulate a marketing plan/strategy that meets the needs or goals of a business or organization.
- Formulate strategies for developing new and/or modified products, concepts, goods and services that respond to evolving market needs.
- Ascertain the alternative strategies for product promotion and distribution and develop creative solutions to marketing problems.
- Conduct market research to provide information needed to make marketing decisions and explore the possibilities and the challenges of the Internet as a channel in global perspectives.

## UNIT-I: Introduction to Marketing

Core Concepts: Needs, Wants, Demand, Products, Market, Exchange, Transactions, Marketing; Marketing Concepts/orientations. Consumer market Vs Industrial market; Marketing Environment- macro and micro components-Indian Marketing Environment.

## UNIT - II: Market Analyses and Selection

Consumer Behaviour: Factors influencing buyer behaviour-Buying decision process- Industrial buying process. Market Segmentation: Segmenting Consumer and Institutional markets-Market Segmentation, Targeting and Positioning (STP).

## UNIT - III: Product Development and Pricing

Product - New Product Development-Product Life Cycle; Branding, Packaging and Labeling. Pricing Strategy: Objectives of Pricing-Factors influencing Price-Methods of Pricing, Adopting price, initiating the price cuts, responding to competitor's price changes.

## UNIT - IV: Promotion and Distribution

Promotion mix- The role of marketing communication-Communication mix - Advertising, Personal selling, Sales Promotion, Publicity, Public relations and Direct Marketing. Distribution Decisions: Channel functions- Channel design- Levels of Distribution Channels.

## UNIT - V: Marketing Control and Emerging Issues

Marketing Research-Process, Methodology. Marketing Organization and Control: Evolution of Marketing Department, Organizing the Marketing Department, Marketing Implementation and control techniques. Emerging trends in marketing- Social marketing, Green marketing,

Web marketing and affiliate marketing.

\* Relevant cases have to be discussed in each unit.

**Text Books:**

1. Philip Kotler, Marketing Management, 15/e, Prentice Hall, New Delhi.
2. Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Principles of Management, 17/e, Pearson, New Delhi.
3. Stanton, Etzel, Walker, Fundamentals of Marketing, 1993, Tata-Mc Graw Hill, New Delhi.
4. Rajan Saxena, Marketing Management, 5/e, Tata-Mc Graw Hill, New Delhi.
5. Tapan K Panda: "Marketing Management Text and Cases", Excel Books, New Delhi.

**Reference Books:**

1. V S Ramaswamy, S. Nama kumari:, "Marketing Management", 4/e, Macmillan, New Delhi, 2003.
2. Karunakaran: "Marketing Management", Himalaya Publishing House, Mumbai.
3. M. Govindarajan: "Marketing Management, Concepts, Cases, Challenges and Trends", PHI Private Limited, New Delhi, 2007.
4. T.N. Chhabra, SK. Grover: "Marketing Management", Dhanpat Rai and Co., New Delhi, 2016.

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# Human Resource Management

II Semester

Lecture: 4

Credits: 4

Internal Marks: 40

External Marks: 60

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## Course Objectives

- To develop an understanding of various functions of HR.
- To familiarize different performance evaluation techniques.
- To create awareness on how to resolve disputes, safety and welfare aspects.

## Learning Outcomes

Upon successful completion of the course, students will be able to

- Understand concepts of Human Resource Management and various functions of HRM that helps in timely decisions.
- Develop proper recruitment and selection techniques according to the requirements in an organization.
- Select appropriate performance evaluation techniques for assessing the performance of individuals of an organization and be able to prepare the training needs matrix of an organization.
- Evaluate the operational issues associated with employee compensation, trade unions, industrial relations, safety and welfare measures.
- Identify factors in enhancing quality of work life of employees and provide appropriate employee welfare measures.

### UNIT - I: Introduction to HRM:

Definition and functions – Evolution of HRM – Role of HR Manager – HR policies–Cross-cultural problems– Ethical issues in HRM – Global HRM– HRIS–HR audit– HR Analytics – Emerging trends in HRM – Case study.

### UNIT - II: Human Resource Planning and Procurement:

Concept of HRP – Process – Recruitment – Sources of recruitment–Selection process– Induction and placement–Job analysis – Case study.

### UNIT - III: Training and Development:

Concept – Techniques of training and development – MDP's –Career Planning and Development – Performance appraisal Process – Methods of Performance appraisal and Errors – Case study.

### UNIT - IV: Compensation Management:

Concepts – Objectives – Components and influencing Factors of Compensation – Incentive methods –Job design and Evaluation – Case study.

### UNIT - V: Integration and Maintenance:

Quality of work life – Managing industrial relations – Trade unions – Employee

participation schemes–Collective bargaining–Grievance and disputes resolution mechanism.  
Safety and Welfare: Types of welfare measures – Nature and importance of safety–Safety mechanism–Work hazards–Case study.

**Text Books:**

1. Gary Dessler, Biju Varkkey, Human Resource Management, 15e, Pearson 2019.
2. S S Khanka, Human Resource Management-Text and Cases, S Chand Publishing, 2019.
3. Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
4. K. Aswathappa, Human Resource Management, Text and Cases, 8e, TMH, 2017.

**Reference Books:**

1. Subba Rao P: “Essentials of Human Resource Management and Industrial Relations”, Himalaya Publications, New Delhi, Fourth Edition, 2016.
2. Biswajeet Pattanayak: “Human Resources Management”, PHI Private Limited, New Delhi, Third edition, 2018.
3. VSP Rao: “Human Resources Management”, Tata McGraw hill, Third edition, 2010.
4. T.N. Chhabra: “Human Resources Management”, Dhanpat Rai & Co, New Delhi, Fifth edition, 2014.

# Production and Operations Management

II Semester

Lecture: 4

Credits: 4

Internal Marks: 40

External Marks: 60

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## Course Objectives

- To develop an understanding of layout facilities in the organization.
- To get acquainted with the basic aspects of Production/Operations Management.
- To familiarize the effective and efficient ways to utilize the resources
- To enable students basics of one of the functional areas of management Viz. Production or Operations.
- To familiarize the standards of Quality and its measures.

## Learning Outcomes

Upon successful completion of the course, students will be able to

- Apply the knowledge of Production process to Manufacturing organizations
- Develop an understanding of plant location and its layout.
- Evaluate the Sequence of operations as per the master production schedule.
- Analyze the different methods of work study concept.
- Evaluate the quality standards for the manufacturing organizations.

### UNIT - I: Introduction:

Overview of production and operations management (POM) function, historical development of POM, POM scenario today. Product and process design, product and process development, manufacturing process technology, CAD/CAM, value analysis – case study.

### UNIT - II: Facilities Management:

Location of facilities, layout of facilities, optimization of product/process layout, flexible manufacturing and group technology - case study.

### UNIT - III: Aggregate Planning:

Preparation of aggregate demand forecast, specification of organizational policies for smoothing capacity utilization, determination of feasible production alternatives and determination of optimal production strategy-Case study.

### UNIT - IV: Scheduling:

Scheduling in job, shop type production, shop-loading, assignment and sequencing, scheduling In Mass, continuous and project type production, line balancing, methods of production control, world class production, work study-case study.

### UNIT - V: Quality Management:

Economics of quality assurance inspection and quality control, acceptance sampling, theory of control charts, control charts for variables and control charts for attributes, total quality management-ISO 9000 series standards, six sigma. Case study.

### Text Books:

1. S.N. Chary, *“Production and Operations Management”*, TataMcGrawHill, New Delhi, 2019.



2. Chase, Aquilano, Jacobs: “*Operations Management for Competitive Advantage*”, TataMcGrawHill,NewDelhi,2007.
3. ElwoodS. Buffa and Rakesh K. Sarin:“*Modern Production and Operations Management*”, Wiley India, New Delhi,2008.
4. Aswathappa K : “*Production and Operation Management*”, Himalaya Publishing House, Mumbai.

**Reference Books:**

1. James R. Evans and David A. Collier: “Operations Management”, Cengage LearningIndiaPrivateLimited,NewDelhi,2009.
2. R. Panneerselvam: “Production and Operations Management”, PHI Learning Private Limited, New Delhi, 2009.
3. Mahadevan: “Operations Management”, Pearson Education, New Delhi.
4. Upendra Kachru: “Production and Operations Management-Text and Cases”, Excel Books, New Delhi.
5. Nair NG: “P Tata Mc Graw Hill, New Delhi, 2009.
6. WilliamJStevenson,“Operationsmanagement”,TataMcGrawHill,NewDelhi, 2009.

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# Business Research Methods

II Semester

Lecture: 4

Credits: 4

Internal Marks: 40

External Marks: 60

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## Course Objectives:

- To equip the students with different Business Research Methods.
- To develop statistical techniques applicable to business.

## Learning Outcomes:

Upon successful completion of the course, students will be able to

- Analyze the data to examine the relationship between the variables
- Apply suitable significance tests to assess the validity of Hypothesis
- Explain the types of research and data collection methods
- Select the suitable sampling methods and use different scaling techniques
- Conduct survey using different methods and classifying data

## UNIT I: Analysis of Data:

Univariate Analysis: Measures of central tendency-Merits and demerits-Measures of dispersion-Merits and demerits Bivariate Analysis: Correlation-Types-coefficient of correlation-Rank Correlation- simple regression – Multiple regression.

## UNIT II: Statistical Inference:

Introduction-various definitions-Test of Hypothesis-procedure of testing of Hypothesis, Large sample tests: z-test for means and Proportions Small sample tests: t-test, Chi-square test for independence of attributes and goodness of fit- F-test –ANOVA.

## UNIT III: Introduction to Research-Data Collection:

Nature and Importance of research, the role of business research, types of research- Research Process– Data Base: Primary data and secondary data- Methods of collecting primary and secondary data.

## UNIT IV: Sampling design - Scaling Techniques:

Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire–Measurement and Scaling–classification of measurement scales–Scaling techniques: Guttman Scale – Likert Scale

## UNIT V: Survey research –Report Presentation:

Media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of fieldwork, principles of good interviewing and field work management. Editing–Coding–Classification of Data–Tables and Graphic Presentation–Preparation and Presentation of Research Report-Case study.

## Text Books:

1. CR Kothari: “Research Methodology Methods and Techniques”, New Age International Publishers, New Delhi, 2019.
2. Dr. M. Beulah Viji Christiana: “Organisational Behaviour”, Educreation Publishing, 2018.

3. Anol Bhattacharjee: “Social Science Research: Principles, Methods, and Practices”, Published by Global Text Project, 2012.

**Reference Books:**

1. Panneerselvam R: “Research Methodology”, PHI Learning Private Limited, New Delhi, 2013.
2. Willam G. Zikmund: “Business Research Methods”, Cengage Learning, New Delhi, 2013.
3. S. Shajahan: “Research Methods for management”, JAICO Publishing House, New Delhi, 2009.
4. Ajai S. Gaur and Sanjaya S. Gaur: “Statistical Methods for Practice and Research”, Sage Publications, New Delhi, 2007.
5. Sachdeva: “Business Research Methods”, Himalaya Publishing House, Mumbai.
6. Dr. Mukesh Kumar, Salim Abdul Talib, T. Ramayah: “Business Research Methods”, Oxford University Press, New Delhi, 2012.

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# International Business

II Semester

Lecture: 4  
Credits: 4

Internal Marks: 40  
External Marks: 60

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## Course Objectives

- To understand the process of globalization and the role of MNC's in the context of International Business.
- To identify the role of Economic Institutions and Trade Agreements for the promotion of International Business.
- To understand the marketing phenomena and Human Resource Management practices in international context.
- To acquaint with the International Human Resource Management practices.

## Learning Outcomes

Upon successful completion of the course, students will be able to

- Identify business opportunities in International Markets.
- Understand the history, purpose, and impact of Globalisation and Multi National Corporations on Indian Economy.
- Understand the impact of International Lending and Trade Agreements.
- Develop the strategies for International Marketing.
- Implement the Human Resource management decisions in Practices in International Business.

### UNIT - I: Introduction to International Business:

International Business (IB)-Nature, Importance and Scope. Modes of Entry into International Business. Differences between Domestic Business and International Business. Trade Strategies, Trade Types and Trade Barriers, Free Trade Vs Protectionism.

### UNIT - II: Globalization and MNCs:

History of Globalization - Features and Stages of Globalization, Advantages and Disadvantages of Globalization. Globalization Impact on Indian Economy. Multinational Corporations (MNCs)-Factors Contributed for the Growth of MNCs, Role of MNCs in India.

### UNIT - III: Balance of payments (BOP) and International Economic Institutions and Agreements:

Balance of Payments (BOP)-Concepts, Disequilibrium in BOP: Methods of Correction.

Institutional support to International Business- UNO, IMF, World Bank; UNCTAD; WTO, TRIPS, TRIMS

### UNIT - IV: International Marketing

International Marketing-Understanding International Consumers, Segmentation, Targeting and Positioning. International Marketing Strategies-Product management decisions, pricing approaches, Promotion Strategies, Product Life Cycle (PLC), Establishing and Managing International Marketing Channels.

## **UNIT – VI: International Human Resources Management**

Factors Influencing HRM in International Business. Global Recruitment, Selection Process, Expatriates, Performance Appraisal, Training and Development, Compensation and Benefits. International Industrial Relations.

### **Text Books:**

1. Shad Morris, James Oldroyd: “International Business”, John Wiley & Sons, Inc., 2020.
2. Leslie Hamilton, Philip Webster: The International Business Environment, Oxford University Press, 2018.
3. Justin Paul – International Business, PHI 6<sup>th</sup> Edition, [www.phindia.com/justinpaul](http://www.phindia.com/justinpaul)
4. P. Subba Rao–International Business, Himalaya Publishing House, Mumbai.
5. K. Aswathappa–International Business, Tata McGraw Hill, New Delhi.
6. Rakesh Mohan Joshi–International Business, Oxford University Press.
7. Bimal Jaiswal–International Business, Himalaya Publishing House, Mumbai.
8. Francis Cherunilam – International Business Environment, Himalaya Publishing House, Mumbai.

### **Reference Books:**

1. Sundaram & Black, International Business Environment–The Text and Cases, Prentice Hall of India.
2. Taggart and Medermott, The Essence of International Business, Prentice Hall of India.
3. Bhalla, V.K., & S.Sivaramu, International Business Environment and Business, Annual Publications.
4. Daniel John D and Radebaugh, Lee. H., International Business, Addison Wesley India.
5. Crinkota, Ronkainen and Moffett, International Business, Cengage, New Delhi
6. Andrew Harrison–International Business, Oxford University Press.
7. E. Bhattacharya: International Business, Excel Publications.

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# Organisational Behaviour

II Semester

Lecture: 4  
Credits: 4

Internal Marks: 40  
External Marks: 60

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## Course Objectives:

- To understand the basic concepts and theories underlying individual behavior besides developing better practices into one's own self.
- To make students aware of Individual behavior in groups, dynamics of groups and team building besides developing a better awareness so how they can be better facilitators for building effective teams as leaders themselves.
- To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organisational processes.

## Learning Outcomes:

Upon successful completion of the course, students will be able to

- Develop models and dimensions related to behaviour in modern organizations.
- Evaluate the key assumptions on which organizational behaviour is currently managed and assess the effect of these ideas on employee attitudes and actions.
- Assess group behavior and decision-making choices for developing alternative approaches at workplace.
- Apply problem solving and critical thinking abilities to overcome conflicts and cope up with stress in the current environment.
- Highlight and discuss Organizational Structure, Culture, Organizational Change and Development to enhance skills and increased effectiveness both within and outside the organizations.

## UNIT - I: Introduction to Organisational Behaviour:

**Organisational Behaviour:** Definition, Nature and Scope, Disciplines contributing to the field of OB. **Models of OB**(Autocratic, Custodial, Supportive, Collegial and SOBC), Challenges and Opportunities in OB. **Approaches to OB** (Cognitive, Behaviouristic and Psychoanalytic), Individual dimensions of OB: Individual differences, Models of Man.

## UNIT - II: Perception, Learning, Personality and Attitude:

**Perception:** Concept, Nature, Process, Importance and Factors influencing Perception, Perception and Sensation, Perceptual Organisation, Distortion in Person's perception, Managerial and Behavioural implications of Perception. **Learning:** Meaning and components of Learning process, Learning Theories. **Attitudes:** Concept, Process and Importance, Theories of Attitude formation, Factors in Attitude Formation, Attitudes and Work force Diversity. **Personality:** Concept, Nature and determinant of Personality, Theories of Personality(Sigmund Freud, Erik Erikson, A.H. Maslow, Chris Argyris, Kurt Lewin).

## UNIT - III: Foundations of Group Behaviour:

**Group Behaviour:** Definition, Types of Groups, Stages and Reasons in group formation, Group Dynamics, Group Cohesiveness, Formal and Informal Groups. **Organisational Power and Politics:** Concept, Sources of Power, Distinction between Power, Authority and Influence, Approaches to Power, Political Implications of Power, Dys-functional uses of Power. **Group Decision Making:** Meaning and Nature, Decision making in groups, Process and

Styles, Advantages and Disadvantages.

#### **UNIT - IV: Conflict and Stress Management:**

**Conflict and Stress Management:** Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflicts (Intrapersonal, Intragroup, Interpersonal, Intergroup, and Organisational). Negotiation, Conflict Stages, Johari Window. **Stress Management:** Meaning and Concept of Stress, Stress in Organisation, Sources of Stress and Factors contributing to Stress, Coping Strategies, Stress and Performance.

#### **UNIT - V: Dynamics of Organisational Behaviour:**

**Organisational change:** Concept, Nature, Kurt Lewin in theory of change, Implementing Change, Internal and External factors responsible for change, managing resistance to change. **Organisational Development:** Meaning, Need, Limitations, OD and Management Development, Steps in OD, OD Interventions. **Organisational Culture:** Concept, Process and Implications of Organisational Culture. Role and types of culture, Ethical issues, Creating and sustaining culture. **Organisational Effectiveness:** Concept and Measurement.

#### **Text Books:**

1. K. Aswathappa: "Organisational Behavior-Text, Cases and Games", Himalaya Publishing House, New Delhi, 2008,
2. Steven Lmc Shane, Mary Ann Von Glinow, Radha R Sharma: "Organisational Behavior", Tata McGraw Hill Education, New Delhi, 2008.
3. L. M. Prasad, "Organisational Behaviour", Sultan Chand & Sons, Fifth edition (2014), New Delhi.

#### **Reference Books:**

1. Stephen P. Robbins, Organisational Behaviour, Pearson Education; 15<sup>th</sup> edition (2013), New Delhi.
2. Dwivedi, R. S. Macmillan, Human Relations & Organisational Behaviour: Global Perspective, Laxmi Publications (P) Ltd.
3. P. Subbarao, Organisational Behaviour: Text and Cases, Himalaya Publishing House, Mumbai.

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# Business Policy and Strategic Management

III Semester

Lecture: 4

Credits: 4

Internal Marks: 40

External Marks: 60

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## Course Objectives

- To impart knowledge on formulation of objectives/goals for an enterprise.
- To analyze the pros and cons for a company internally and externally through standard matrices.
- To formulate the hierarchy levels ranging from corporate to functional units.

## Learning Outcomes

Upon successful completion of the course, students will be able to

- Formulate policies, procedures, goals for an organisation.
- Apply a strategy that fits the company's structure and culture.
- Identify strategic capabilities and gaps.
- Evaluate and appraise strategies before and after implementation.
- Analyse the performance through strategic audit facilitate to make necessary future changes in crafting a strategy.

## UNIT - I: Concepts in Strategic Management:

Concepts in strategic management,— Strategic management as a process – Developing a strategic vision, mission, objectives, policies—Factors that shape a company's strategy—Criteria for effective strategy—Case study.

## UNIT - II: Environmental Scanning:

Industry and Competitive Analysis—Evaluating company resources and competitive capabilities – SWOT analysis—Strategy and competitive advantage. Porter's five force model—BCG matrix—GE model—Case study.

## UNIT - III: Strategy Formulation:

Porter's value chain analysis—Competitive Advantage of a Firm—Exit and Entry Barriers—7'S Framework – Formulation of strategy at corporate, business and functional levels. Types of Strategies- Case study.

## UNIT - IV: Strategy Implementation:

Strategy and structure—Strategy and leadership—Reasons for Strategy Failure and Methods to Overcome Strategies for competing in globalising markets—Case study

## UNIT - V: Strategy Evaluation and Control:

Establishing strategic controls—Guidelines for proper control—Role of the strategist using qualitative and quantitative benchmarking to evaluate performance – Measuring and evaluating performance—Strategic information system—Strategic surveillance, Strategic audit – Case study.

## Text books:

1. Richard Lynch: **“Strategic Management”** Pearson education, Eighth edition, 2018.
2. P. Subba Rao: **“Business Policy and Strategic Management”**, Himalaya Publishing House, New Delhi, 2017.
3. Kazmi: **“Strategic Management and Business Policy”**, Tata McGraw Hill, 2009.



4. R.Srinivasan: **“Strategic Management”**, PHI Learning, New Delhi, 2009.

**Reference Books:**

1. Jauch & William E Glueck: **“Strategic Management and Business Policy”**, Tata McGraw Hill, 1989.
2. Thomas L Wheelen, J. David Hunger, Krish Rangarjan: **“Concepts in Strategic Management and Business Policy”**, Pearson education, Ninth edition, 2004.
3. N.S. Guptha: **“Business Policy and Strategic Management”**, Himalaya Publishing House, New Delhi, 2013.
4. U.C. Mathur: **“Strategic Management”**, McMillan Pulishers, New Delhi, 2009.
5. Amita Mital: **“Cases in Strategic Management”**, Tata McGraw Hill, New Delhi, 2008.

# Logistics and Supply Chain Management

III Semester

Lecture: 4

Credits: 3

Internal Marks : 40

External Marks: 60

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## Course Objectives:

- To introduce the basic concepts and process of Logistics and supply chain management with a focused approach to reduction of total cost.
- To develop an understanding the principles, practices and application of supply chain management to improve corporate performance by achieving customer service Excellence.
- To gain the knowledge of possibilities of efficient optimization and management of operation in Logistics Management and also the ability to apply them in the enterprise reality.

## Learning Outcomes:

Upon successful completion of the course, students will be able to

- Apply the knowledge of various functional areas of Logistics and supply chain management and to develop the integrated supply chain.
- Analyze the resources and technical tools of logistics and supply chain management in ensuring customer satisfaction and success.
- Appraise the importance of the design and redesign of a supply chain network as key components of an organization's strategic plan.
- Assess business plans from the viewpoint of Supply chain cost effectiveness and thereby evaluate and select warehousing practices for better business solutions.
- Design coordinated and collaborative processes and activities among the supply chain partners and leveraging current and emerging technologies.

## UNIT - I: Introduction to Logistics and Supply Chain Management:

Objectives, Nature and Importance of Logistics and Supply Chain Management, Evolution of SCM, Components and Functions of Logistics Management, Integrated Logistics system, Process View of Supply Chain, Supply Chain Synchronization, Emerging trends in Logistics and Supply Chain Management-Case study.

## UNIT - II: Customer Service Dimension:

Elements of Customer Service, Importance of Logistics/Supply Chain customer service, Customer retention, Service driven logistics systems, Value added services, Customer Relationship Management Customer satisfaction and success- Case study.

## UNIT - III: Supply chain Planning and Strategies:

Supply chain strategies, Achieving strategic fit, Supply chain strategy frame work, Logistics/Supply chain control model, Bench marking the logistics process, Supply Chain relationships–Case study.

## UNIT - IV: Measuring Logistics costs and Designing the Logistics /Supply Chain network:

Principles of Logistics costing, total cost analysis and its concepts, Customer profitability

analysis, Cost–drivers and activity based costing, Supply chain Design, Logistics/Supply chain network design process' The role of network design in the Supply Chain Basic Warehousing Decisions – Warehouse Operations – Types of Warehouses – Functions–Case study.

#### **UNIT - V: Sourcing and Transportation, Managing Global Supply Chain:**

Sourcing decisions in a supply chain, Procurement process, E-Procurement,– Third and Fourth – Party Logistics providers, Role of Transportation in Supply chain, Factors effecting transportation decisions ,Role of IT in the supply chain, The concept of Global logistics and Global Supply Chain, Issues and challenges in Global Supply Chain Management–Case study.

#### **Text Books:**

1. Alane E Branch: Global Supply Chain Management and International Logistics,RoutledgePublishers,NewDelhi,2009
2. John J. Coyle, Jr. C. John Langley, Robert A. Novack, Logistics and Supply Chain Management, Cengage Learning India Pvt. Ltd., 2019.
3. Sunil chopra: Supply Chain Management, Pearson, New Delhi,2018

#### **Reference Books:**

1. Donald J. Bowersox and David J. Closs, Logistical Management: The Integrated Supply Chain Process, TMH, 2003.
2. Edward J Bradi, John J Coyle: A Logistics Approach to Supply Chain Management, Cengage learning, New Delhi, 2010.
3. D.K. Agrawal: Logistics and Supply Chain Management, MacMillan Publishers,2010.
4. Sunil Chopra and Peter Meindl: *Supply chain Management: Strategy, Planning and Operation, 2/e*, Pearson Education, NewDelhi2009.

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# Retail Management

III Semester

Lecture: 4  
Credits: 3

Internal Marks: 40  
External Marks: 60

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## Course Objectives:

- To identify factors contributing growth of retailing and evaluate the retail management functions to design strategies

## Learning Outcomes:

Upon successful completion of the course, students will be able to

- Assess the factors driving the growth of retailing and differentiate different types of retailing.
- Design the strategies by evaluating the retail life cycle and consumer behaviour.
- Develop plan to manage human resource for retailing.
- Ascertain the financial performance of retail.
- Manage the retail supply chain networks.

## Unit-I Retailing- Growth:

Retailing – Meaning, Nature, and Classification- Emergence of Organized Retailing -Indian vs. Global Scenario- Factors Influencing Retailing- Functions of Retailing- Retail as a career -Types of Retailing- Store & Non-Store -Retail Formats- Multichannel Retailing-Issues & Challenges in Multichannel Retailing.

## Unit-II Retail Strategy:

Developing and applying Retail Strategy: Strategic Retail Planning Process - Retail Organization- the Changing Structure of Retail - Concept of Life Cycle Retail. Retail Consumer and factors influencing buying behaviour – Segmentation - Targeting- Positioning.

## Unit-III Retail Human Resource Management:

Human Resource Management in Retailing - Human Resource Planning - Role of Human Resources in Retail Organizations; Recruitment - Selection - Training needs for Employees - Motivation and Performance Appraisal, Compensation and Rewarding Store Employees.

## Unit-IV Retail Financial Strategy:

Financial Management in Retailing: Importance - Financial Objectives - Accounting Methods - Strategic Cost Management - Strategic Profit Model - Financial Performance Measures.

## Unit-V Retail Supply Chain Management:

Supply Chain Management – Scope, Need and Challenges. Retail Supply Chain: Drivers and Obstacles. Supply Chain Network-Different Types of Supply Chain Networks. Cross Docking and Collaborative Planning- Bull Whip Effect.

## Recommended Text Books:

1. Barry Berman, Joel R Evans and Patrali Chatterjee, Retailing Management - A Strategic Approach, 13<sup>th</sup> Edition, Pearson Education, 2017.
2. Michael Levy, Burton A Weitz, Ajay Pundit- Retailing Management, 8<sup>th</sup> Edition, McGraw Hill Education, 2017.
3. Swapna Pradhan, Retailing Management: Text and Cases, 5<sup>th</sup> Edition, McGraw Hill Education, 2017
4. Piyush Kumar Sinha and Dwarika Prasad Uniyal, Managing Retailing, 3<sup>rd</sup> Edition, Oxford University Press, 2018.

**Reference Books:**

1. Gibson G. Vedamani, Retail Beyond Detail-The Great Indian Retailing Business, SAGE Publications 2018.
2. Chetan Bajaj, Rajnish Tuli, Srivastava, N.V, Retail Management, 3<sup>rd</sup> Edition, Oxford University Press, 2016.
3. Suja Nair, Retail Management, Himalaya Publishing House, 2015.
4. Helen Goworek and Peter Mc Goldrick, Retail Marketing Management: Principles and Practice, Pearson, 2015.
5. John Fernie, Suzanne Fernie and Christopher Moore, Principles of Retailing, (A Butterworth-Heinemann Title Routledge, 2015.
6. Manish Bansal and Babita Singla, Retail and Supply Chain Management, Kalyani Publishers, 2012.
7. A J Lamba, The Art of Retailing, Tata McGraw-Hill Education, 2008.

# Business Ethics and Corporate Governance

III Semester

Lecture: 4  
Credits: 3

Internal Marks: 40  
External Marks: 60

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## Course Objectives

1. To explain the concept of ethics, morality, values and utilize them to solve typical real life business problems.
2. To demonstrate the ethical perspectives in different functional departments of the organisation such as Marketing, Finance, HR and ethical issues at workplace.
3. To discuss the recommendations of different committee reports as well as different clauses and acts regarding corporate governance mechanism.

## Learning Outcomes

Upon successful completion of the course, students will be able to

- Apply ethical concepts to business practices.
- Understand the importance of maintaining a positive reputation as it relates to branding and other marketing elements.
- Evaluate current business issues in the context of their ethical dimensions.
- Critically evaluate and analyze the significance and importance of corporate governance and social responsibility in the light of contemporary global business, culture, and social developments.
- Critically understand the role of board of directors in shaping the strategy of a company and protecting the interests of stakeholders.

## UNIT - I: Importance of Business Ethics

Values and Ethics–Nature and Goals of Business Ethic —Ethics in Work Place–Ethical Decision Making. Concepts and Theories of Business Ethics- Normative theories – Ethical theories in relation to Business – Major Indian Scams–Reasons for Unethical practices-Case Study.

## UNIT - II: Marketing Ethics

Consumer Rights, Exploitation of consumers, guidelines for Consumer Protection, Product Safety and Pricing– Ethical responsibility in Product- Advertising and Target Marketing – Ethics of Sales, Advertising and Product Placement – Consumer Autonomy-Case Study.

## UNIT - III: Ethical Issues in Human Resource Management

Genesis and Growth of HRM – HR related Ethical issues – Institutional Culture – Financial Management and Ethical Issues – Frauds in Banks – Measures against financial Frauds – Constraints to Ethical Practices Indian Nationalized Banks – Frauds in Insurance Sector- Cases.

## UNIT - IV: Corporate Governance

An overview – Theory and Practice of Governance- Indian model of Governance – Good Corporate Governance – Land marks in emergence of Governance OECD Principles- Sarbanes-Oxley Act2002 – SEBI’s Initiatives – Various Committee Reports on Corporate Governance-Case Study.

### **UNIT - V: Agents and Institutions in Corporate Governance**

Rights and Privileges of-Shareholders-Investors’ Problems – Other stakeholders- Board of Directors- Role of Auditors- Duties and -responsibilities of Auditors-Case Study.

#### **Text Books**

1. A. C. Fernando: Business Ethics & Corporate Governance an Indian Perspective — Pearson Education.
2. Manuel G. Velasquez: Business Ethics, PHI Learning, New Delhi, 2010.
3. Daniel Albuquerque: Business Ethics, Oxford University Press, New Delhi 2010.
4. Ethics in Business & Corporate Governance: S.K. Mondal, Tata McGraw Hill, Edition 2010.
5. “Perspectives in Business Ethics”, Laura P Hartman, Tata McGraw Hill.
6. T.N. Satheesh Kumar: Corporate Governance - Oxford University Press, 2010.

#### **Reference Books**

1. R.C.Shekhar: Ethical Choices in Business, Sage Publishers, New Delhi,2009.
2. Bob Tricker: Corporate Governance, Oxford University, New Delhi,2010.
3. Subash Chandra Das: Corporate Governance in India, PHI Learning, New Delhi 2009.
4. David Martin: Corporate Governance, Viva Books, New Delhi, 2010.
5. Corporate Governance and Social responsibility, Balachandran, Chandrasekharan, PHI
6. S.K Mandal: Ethics in Business and Corporate Governance, TMH, New Delhi, 2010.

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## **Advertising and Brand Management**

III Semester

Lecture: 4  
Credits : 3

Internal Marks : 40  
External Marks : 60

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### **Course Objectives:**

- To understand concept of advertising and its role in marketing communication.
- To provide a working knowledge of the major framework, theories to create and evaluate effective advertising strategies and tactics.
- To enlighten the students with the concepts and practical applications of Brand Management.

### **Learning Outcomes:**

Upon successful completion of the course, students will be able to

- Develop an integrated advertising and marketing communications plan and persuasively present and defend it.
- Identify and make decisions regarding the most feasible advertising appeal and media mix.
- Evaluate critically advertising budgets to develop creative solutions for improvement of ad effectiveness
- Gaining knowledge in development and management of customer-based brand equity.
- Understanding effective design and implementation of branding and positioning strategies.

### **UNIT - I: Role of Advertising in Promotional Mix:**

Introduction to Advertising –Advertising and Communication–Integrated Marketing Communication (IMC) – Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising. Direct Response Advertising- Direct Mail, Internet Advertising.

### **UNIT - II: Audience Analysis in Advertising:**

Media Planning – Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing – Different Types of Appeals – Layout Design. Advertising and Consumer Behaviour,

### **UNIT-III: Advertising Budgets:**

Setting Advertising Objectives- DAGMAR Approach- Advertising Budgets, Methods of Formulating Advertising Budgets- Evaluating of Advertising Effectiveness- Advertising Agencies.



#### **UNIT - IV: Brand-Concept:**

Nature and Importance of Brand- Designing Brand Marketing Programmes- Brand Identity- (Aaker Model)- Brand Loyalty, Measures of Loyalty- Brand Equity, Brand Personality: Measures of Brand Personality, Formulation of Brand Personality- Brand Image Vs Brand Personality

#### **UNIT - V: Brand Positioning:**

Concept of Brand Positioning- Repositioning- Brand Rejuvenation- Celebrity Endorsement, Brand Extension- Differential Advantage- Strategies for Competitive Advantage- Brand Pyramid.

*\*Relevant cases have to be discussed in each unit.*

#### **Text Books:**

1. George E Belch, Michael A Belch and Keyoor Purani, Advertising and Promotion, Tata McGraw Hill.
2. S.A. Chunawalla and K.C. Sethia, Foundations of Advertising - Theory & Practice, 8<sup>th</sup> revised edition, Himalaya Publishing House Pvt. Ltd. , 2015.
3. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.
4. Kevin Lane Keller, Jacob Isaac and Ambi M. G. Parmeswaran- Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 4rd edition, Pearson Education India, 2015.

#### **Reference Books:**

1. John. S. Wright Wills. L. Winter, Jr. and Sherliyer K. Zeigler, Advertising – Tata Mc Graw Hill.
2. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice – Pearson, ND.
3. Percy & Elliot – Strategic Advertising Management, Oxford University Press.
4. Harsh V. Varma, Brand Management, Excel Books.
5. Kumar, Ramesh (2004). Managing Indian Brands, Vikas Publishing House, New Delhi.

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## **Consumer Behaviour**

III Semester

Lecture: 4  
Credits: 3

Internal Marks: 40  
External Marks: 60

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### **Course Objectives:**

- To enable the students in understanding consumer behavior for marketing decisions.
- To design primary market research studies for the mutual benefit of consumers and organizations.

### **Learning Outcomes:**

Upon successful completion of the course, students will be able to

- Identify the dynamics of consumer behavior and understand the changes in consumer behavior through research process.
- Understand the role of Personality, perception and attitude and socio-cultural factors in shaping consumer behaviour.
- Relate the impact of Socio-Cultural Influences on Consumer Behavior
- Acquaint with the consumer decision making models.
- Identify the roots of consumerism and understand consumer ethics.

### **UNIT - I: Understanding Consumer Behaviour:**

Defining Consumer Behaviour, Need for the Study of Consumer Behaviour. Consumer Behavior in a World of Economic Instability. Rural Consumer Behaviour, Diversity of Indian Market and Changing Indian Consumer Behaviour. Understanding Consumer through Research Process.

### **UNIT - II: Consumer as an Individual:**

Consumer Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Beliefs, Consumer Attitude- Formation and Change, Consumer Learning and Information Processing.

### **UNIT - III: Socio-Cultural Influences on Consumer Behavior:**

Influence of Culture, Sub Culture, Social Class, Reference Groups, Family and Personality. Cross-Cultural Consumer Behaviour.

### **UNIT - IV: Consumer Decision Making Processes:**

Problem Recognition, Search and Evaluation, Purchasing Processes, Post Purchase Behaviour. Consumer Decision Making Models. Consumers and the Diffusion of Innovations.

### **UNIT - V: Consumerism and Ethics:**

Consumerism and its roots, evolution of consumerism in India. Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer Responses to Consumer Issues, Marketing Ethics towards Consumers.

\* Relevant cases have to be discussed in each unit.

**Text Books:**

1. Leon G. Schiffman, Leslie Lazer Kanuk, S. Ramesh Kumar, Consumer Behaviour Pearson, Tenth edition, 2011.
2. David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, TMH, Fourth Edition.
3. Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.
4. Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2013.

**Reference Books:**

1. Michael R. Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
2. Satish Batra, SHH kazmi, Consumer Behaviour-Text and Cases, Excel Books, Second Edition, 2011.
3. Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
4. S. Ramesh kumar, Consumer Behaviour and Branding, Pearson, 2013.
5. Dr. Shri Prakaash, Consumer Behaviour, Vikas 2010.
6. S.A. Chunawalla, Commentary on Consumer Behaviour, 3rd edition, HPH 2012
7. S.H.H.Kazmi, Consumer Behaviour and Marketing Communication, Excel 2011.
8. Ramneek Kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH 2012
9. J. Paul Peter, Jerry. C. Olsan, Consumer Behaviour and Marketing Strategy 7th Edition, TMH 2011.

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## **Security Analysis and Portfolio Management**

III Semester

Lecture: 4

Credits: 3

Internal Marks: 40

External Marks: 60

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### **Course Objectives**

- To understand the basic concepts of different kinds of markets & various investment alternatives available.
- To acquaint the students about investment decisions related to financial assets, the risks and the returns involved, alongside the theories and concepts involved in portfolio management.

### **Learning Outcomes**

Upon successful completion of the course, students will be able to

- To provide a theoretical background in the field of investments.
- Analyse the risk & return of the various combinations of the funds invested in the portfolio.
- Selecting the optimum securities on the basis of technical & fundamental analysis.
- Evaluation of bond duration, volatility for buys, holds or sells decision.
- Identify, analyze and draw reasoned conclusions in selecting and presenting information on securities.
- Apply the knowledge of dividend discount model, mutual funds in evaluating the securities.

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

The investment environment, classification and functions of financial markets and financial instruments. Securities trading – types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets - Case study.

### **UNIT - II: Portfolio Management:**

Concept of Risk, measuring risk and returns, Portfolio risk – measurement and analysis, mean – variance approach, business risk and financial risk and treatment in portfolio management- The Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory, Market Efficiency.

### **UNIT - III: Bond Valuation:**

Bond Analysis: Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management. - Case study.

### **UNIT - IV: Fundamental Analysis & Technical Analysis:**

Economic analysis: Factors in Domestic and International economy – Economic forecasting and stock-investment decisions – Types of economic forecasts – Forecasting techniques - Industry analysis: classification – Key characteristics in industry analysis – Sources of information for industry analysis. Company analysis: Sources of information for company analysis (Internal, External) – Factors in company analysis – Operating analysis – Management analysis – Financial analysis - Technical Analysis.

### **UNIT - V: Security Analysis:**

Dividend discount models, intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/ Book value, Price/sales ratio. Mutual Funds – Introduction, Features & Importance, Types, Performance evaluation of Mutual Funds - Treynor, Sharpe and Jensen Measures - case study

**Text Books:**

1. Punithavathy Pandian: Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi, 2014.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2009
3. S. Kevin: Security Analysis and Portfolio Management, PHI Learning, New Delhi, 2015.

**Reference Books:**

1. V.K. Bhalla: Investment Analysis and Portfolio Management, S.Chand, 2016.
2. Thomos S Y Ho: Security valuation, Oxford University Press, New Delhi, 2009.
3. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 5/e, John Wiley & Sons, 2001.

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## **International Financial Management**

III Semester

Lecture: 4

Credits: 3

Internal Marks: 40

External Marks: 60

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### **Course Objectives:**

- To determine trading through the exchange of foreign currency and international dealings with overseas business partners.
- To provide knowledge on Forex markets and able to execute a speculative transaction in markets.
- To forecast and evaluate future cash flows by using asset liability management.

Upon successful completion of the course, students will be able to

- Understand the various theories in International Business.
- Gain the knowledge on the flow of funds between countries.
- Analyze the stages in International Monetary system.
- Know trade in the exchange markets such as central banks, speculators, corporations and individuals make up speculation techniques
- Understand relationship between inflation, interest rates and exchange rates.

### **UNIT - I: International Financial Management**

An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM; Case study.

### **UNIT - II: International Flow of Funds**

Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Case study.

### **UNIT - III: International Monetary System & Asset-Liability Management:**

Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union(EMU); Foreign Direct Investment, International Capital Budgeting, International Cash management, Case study.

### **UNIT - IV: Foreign Exchange Market**

Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market; Overview of the other markets–Euro currency market, Euro credit market, Euro bond market, International Stock market; Case study.

### **UNIT- V: Exchange Rates**

Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates–exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity. Purchasing Power Parity–International Fisher Effect–Fisher Effect; Case study.

**Text Books**

1. Alan C. Shapiro, *Multinational Financial Management*, 10/e, John Wiley, 2013.
2. Jeff Madura, *International Corporate Management*, 11<sup>th</sup> edition, Thomson Publications, 2011.

**Reference Books**

1. Dr. Pradeep Kumar Sinha, *International Financial Management*, Himalaya Publishing House, 2015
2. P.K Jain, Josette Peyrard and Surendra S. Yadav, *International Financial Management*, Macmillan Publishers, 2006.
3. P.G. Apte, *International Financial Management*, 5/e Tata McGraw Hill, New Delhi, 2009.
4. Madhu Vij, *International Financial Management*, second edition, Excel Books, 2005.
5. V. A. Avadhani, *International Financial Management*, Himalaya Publishing House, Hyderabad, 2009.

## Human Resources Analytics

III Semester

Lecture: 4  
Credits : 3

Internal Marks: 40  
External Marks: 60

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### Course objective:

- To understand and improve the value of the Human resource
- To familiarize the use and application of workforce analytics, to maximize return on human capital.

### Learning Outcomes:

Upon successful completion of the course, students will be able to

- Understand the various concepts and approaches of HR analytics
- Analyse leadership practices and HR intelligence cycles in the organisation.
- Compare recruiting tools of staffing metrics.
- Determine various metrics of training and Performance management.
- Conversant with the aspects of how to measure compensation as well as cost benefit analysis.

**Unit I: Introduction to HR analytics:** Meaning of HR analytics, Definition of analytics, Need for HR Analytics, Leading Practices for Improved Organizational Performance, Contribution of HR Analytics, Approaches to HR Analytics, Human Resources analytics applications, Role of HR in building organizational capabilities.

**Unit II: HR intelligence framework:** Human Capital Maturity Framework- leadership practices; engagement practices; access to knowledge practices. People research & analytics practices; HR intelligence cycle; Organizational Intelligence Model (OIM); HR intelligence implementation, HR Scorecard; Workforce Scorecard; constructing HR scorecard.

**Unit III: Staffing metrics:** Recruiting tools and practices an overview, measure the quality of hire, measuring the quality of applicants. Measuring the costs of hiring. Recruitment Analytics and On Boarding Analytics Staffing Analytics Performance & Skill Gap Analytics Attrition metrics – techniques used to calculate attrition, manpower planning metrics – push and pull model.

**Unit IV: Development metrics** – Training ROI, Training evaluation models, tracking the value of career management, measurement, performance metrics, EFQM, and Baldrige criteria, The Intuitive, non-analytic framework for Performance Management; The Targeted Analytics to improve Talent Decisions

**Unit V: Compensation metrics** – Calculating various wage/salary related measures. Variable pay systems, types of executive compensation, quantitative application in compensation – percentiles, cost benefit analysis, and comp ratios. Mistakes in compensation designing.

Employee benefits, Calculation of incentives, measuring the impact of weak incentives. Monitoring planned and unexpected absence, the cost impact of unplanned absences and staffing.



**Text books:**

1. Swati Dhir, Suparna Pal, Human Resource Analytics: Theory and Application Techniques, Cengage India, 2020.
2. Dipak Kumar Bhattacharyya HR Analytics- Understanding Theories and Applications, SAGE Publications,2017.
3. Edwards Martin R, Edwards Kirsten (2016), —Predictive HR Analytics: Mastering the HR Metricl, Kogan Page Publishers, ISBN-0749473924.
4. Subhashini Chellappan Seema Acharya, Big Data and Analytics, Wiley, 2019.

**Reference Books:**

- 1.Fitz-Enz, J. (2001). How to Measure Human Resource Management, McGraw-Hill; 3edition.
2. Bernard Marr (2018), Data Driven HR: How to use Analytics and metrics to data driven performance, Kindle Edition.
3. Fitz-Enz, J. (2009). The ROI of Human Capital: Measuring the Economic Value of Employee Performance, AMACOM; Second Edition.
4. Fitz-Enz. J & John R. Mattox, II (2014), Predictive Analytics for Human Resources, John Wiley & Sons, Inc., Hoboken, New Jersey.

## **Industrial Relations and Labour Laws**

III Semester

Lecture: 4

Credits: 3

Internal Marks: 40

External Marks: 60

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### **Course Objectives**

- To acquainting the students with the essentials of Industrial Relations in India.
- To familiarizing them with the use of preventive measures in IR
- To helping them to know about trade unions and their working
- To familiarizing them with collective bargaining and WPM
- To helping them to know specific provisions under various laws

### **Learning Outcomes**

Upon successful completion of the course, students will be able to

- Understand the evolution and concept of Industrial Relations and Trade Unions in India.
- Design Grievance handling Procedure for settling employee grievances and industrial disputes.
- Understand a perspective of labour problems and remedial measures in the country.
- Conversant with the legal aspects of how to deal with social security measures as well as working conditions of factories.
- Conversant with the legal aspects of how to deal with employee welfare measures as well as employee wages.

### **UNIT - I: Introduction to Industrial Relations**

Industrial Relations Perspective: Concept, importance, scope and aspects of industrial relations, causes and effects of poor industrial relations in India. Approaches to industrial relations, Trade Unions - Trade Union Act, 1926; Historical evolution of trade unions in India, role and functions of trade unions, essentials for success of trade unions - Case Study.

### **UNIT - II: Grievance Management and Industrial Disputes**

Employee Discipline - causes of discipline, kinds of punishment, Grievance Procedure - settlement of grievance, model grievance procedure, collective bargaining. Industrial disputes - Industrial Disputes Act, 1947, causes and methods for settlement of industrial disputes - Case Study.

### **UNIT - III: Labour Welfare, Social Security and Workers' Participation in Management (WPM)**

Introduction - history of labour welfare, theories of labour welfare; Labour Welfare Officer – role, functions and duties. Employees' Safety and Social Security-health and occupational safety programs; Workers' Participation in Management in India – shop floor, plant and corporate level- case study.

### **UNIT - IV: Legal Framework for Social Security**

Employees Compensation act, 1923; Employees State Insurance Act, 1948; Employees Provident Fund and Miscellaneous Provisions Act, 1952; Payment of Gratuity Act, 1972; Maternity Benefit Act, 1961-case Study.

### **UNIT - V: Laws related to Employee Welfare and Wages**

Industrial Employment (Standing Orders) Act, 1946; Factories Act, 1948; Contract Labour Act, 1970; Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965 -Case Study.

**Text Books:**

1. Gupta, P. *Industrial Relations and Labour Laws for Managers*. SAGE Publications,(2019).
2. Sen, R. *Industrial Relations: Text and Cases*. Macmillan Publishers India Limited, (2014).
3. Sinha, I. B, *Industrial Relations, Trade Unions, and Labour Legislation: India*: Pearson Education India, (2017).

**Reference Books:**

1. *Industrial Relations, Trade Unions and Labour Legislation*, Pearson India, 2017.
2. Ravindranath, E. I. *Industrial Relations in India: A Practitioner's Handbook*. India: McGraw Hill Education (India), 2013.
3. Monappa, *Industrial Relations and Labour Laws*. (n. d.). (n. p.): Tata McGraw-Hill Education, 2012.

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# Entrepreneurship and Project Management

IV Semester

Lecture: 4

Credits: 4

Internal Marks: 40

External Marks: 60

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## Course Objectives:

- The students develop and can systematically apply an entrepreneurial way of thinking that will allow them to identify and create business opportunities that may be commercialized successfully.
- Explore the main factors for successful project management: project planning, project implementation & project evaluation and documentation.
- To work in or with new ventures either as venture capitalists, consultants to new firms or in new business development units of larger corporate.

## Learning Outcomes:

Upon successful completion of the course, students will be able to

- Understand the qualities of entrepreneur and Describe the ethical and social responsibilities of business in both Indian and international context.
- Analyse the government initiatives for the Entrepreneurship development thereby utilize the funds from various commercial banks/financial institutions at its optimum
- Evaluate the effectiveness of entrepreneurial training and also understand the importance of women entrepreneurship and their problems.
- Emphasize on creating a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and design strategies for successful implementation of ideas.
- Implement project management knowledge, processes, lifecycle and the embodied concepts, tools and evaluation techniques in order to achieve project success.

## UNIT - I: Entrepreneurship:

Importance, Characteristics and Qualities of Entrepreneurship- Entrepreneurship as a style of Management, Ethics and Social Responsibilities, Intreprenuer, Entrepreneur scenario in India and Abroad - case study.

## UNIT - II: Role of Government:

Role of IDBI, NIESBUD, SISI, DIC Financial Institutions, Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme - case study.

## UNIT - III: Training:

Designing appropriate Training Programme to inculcate Entrepreneurial Spirit, Training for new and existing Entrepreneurs, Feedback and Performance of Trainees. Women Entrepreneurship – Role &Importance, Profile of Women Entrepreneur, Challenges& Problems of Women Entrepreneurs, Achievements- case study.

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

Innovation and Entrepreneurship, Planning and Development of Programmes, E-business Ventures; New Venture Management–The Changing Role of the Entrepreneur: Mid Career Dilemmas – case study.

#### **UNIT - V: Planning and Evaluation of Projects:**

Growth of Firm - Factors inducing growth- Strategic investment – Growth rate decision – Project Feasibility Study – Financial Projections: how to do them the right way – MIS in Project- Project quality management techniques- Quality assurance. Problems & risks contingencies in managing International projects - case study.

##### **Text Books:**

1. Hisrich: Entrepreneurship, TMH, New Delhi, 2009.
2. Narayana Reddy: Entrepreneurship. Cengage learning, New Delhi, 2010.
3. Kenneth R., Van Voorthis, Entrepreneurship and Small Business Management.

##### **Reference Books:**

1. H. Nandan: Fundamentals of Entrepreneurship, PHI Learning, New Delhi, 2009.
2. Prasanna Chandra: Projects, TMH, New Delhi, 2009.
3. P. Gopala Krishnan & V.E Rama Moorthy, Project Management, MacMillan India.

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# Management of Retail Operations

IV Semester

Lecture: 4

Credits: 3

Internal Marks: 40

External Marks: 60

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## Course Objectives

- To provide an understanding of management of retail store operations
- To understand the role of customer service and relationship management in retailing
- To acquaint with the e-retailing process

## Learning Outcomes

Upon successful completion of the course, students will be able to

- Evaluate location for setting retail store and develop layout planning and store environment.
- Determine the retail merchandise sourcing and procurement
- Formulate retail pricing strategies and develop promotional mix.
- Develop and implement customer service and relationship management programmes.
- Manage the e-retail web site design dynamics and payment issues.

### Unit-I Retail Store Location and Design

Retail Store - size and space allocation- location strategy, factors affecting the retail location– Research techniques and Store Layout and space planning. Store Management- Responsibilities of Store Manager - Retail Image -Store Façade. Store Environment: Exteriors, Interiors - Store ambience - Store Atmospherics - Visual Merchandising - Store Security.

### Unit-II Retail Merchandising

Retail Merchandising-Role and responsibilities of merchandiser-The process of Merchandise Planning- Merchandise Procurement- Sourcing, Vender selection - Category management process – Manufacturer’s brands Vs private label brands.

### Unit-III Retail Pricing and Promotion

Retail Merchandise Pricing- Concept -Pricing strategies: Price Bundling - Every Day Low Pricing (EDLP) - Odd Pricing – Mark-up and Markdown strategies. Retail Promotion Mix: Advertising – Sales promotion- Publicity and Public Relations-Point of Purchase (POP) Displays- Personal Selling- Retail Selling Process.

### Unit-IV Customer Service and Relationship Management

Retail Customer service: Importance - In-store customer service- Service problems and Complaints Handling- . Customer Relationship Management (CRM) in Retailing: Developing CRM programs- Process- Customer retention management. Planning and implementing Customer Loyalty Programs.

### Unit-V E-Retailing

E-retailing models, approaches to building an E-store, requirements of an effective E-store, E-store design: web atmospherics, navigability, interactivity, retail information. Online payment processing- internet payment gateways, internet security issues.

**Recommended Text Books:**

1. Swapna Pradhan, Retailing Management: Text and Cases, 5<sup>th</sup> Edition, McGraw Hill Education, 2017
2. Michael Levy, Burton A Weitz, Ajay Pundit- Retailing Management, 8<sup>th</sup> Edition, McGraw Hill Education, 2017.
3. Kisholoy Roy, Retail Management - Managing Retail Stores, Vrinda Publications (P) Ltd., 2010
4. D. P. Sharma, e-Retailing Principles and Practice. Himalaya Publishing House; First Edition, 2015.

**Reference Books:**

1. Barry Berman, Joel R Evans and Patrali Chatterjee, Retailing Management - A Strategic Approach, 13<sup>th</sup> Edition, Pearson Education, 2017.
2. Dhruv Grewal, Retail Marketing Management: The 5 Es of Retailing, SAGE Publications Ltd, 2018.
3. Suja Nair, Retail Management, Himalaya Publishing House, 2015.
4. Sriram Iyer, Retail Store Operations, McGraw Hill Education, 2011.

*Specialisation - Marketing*  
**Marketing of Services**

IV Semester

Lecture: 4

Credits : 3

Internal Marks : 40

External Marks : 60

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### **Course Objectives**

- To understand insights into emerging trends in the service sector
- To explain the unique challenges involved in marketing and managing services
- To acquaint the role of service recovery and relationship marketing in marketing of services.

### **Learning Outcomes**

Upon successful completion of the course, students will be able to

- Appraise the emergence of service economy, characteristics of services and dealing with the extended services marketing mix
- Understand customers' purchasing and consumption behavior to develop strategies for relationship marketing
- Assess the difference between marketing physical products and intangible services to develop strategies for service physical evidence and managing employees for service organisation
- Design and develop quality service product and service recovery strategies
- Deal the decisions related to pricing, promotion and distribution of service products.

### **UNIT - I: Introduction to Marketing of Services:**

Service–Characteristics and Classification. Services in the Modern Economy–Role of Services in Indian Economy. Marketing of Services Vs. Goods, Product Service Continuum, Services Marketing Challenges, Service Marketing Mix. Service Marketing Triangle.

### **UNIT - II: Consumer Behaviour and Relationship Marketing:**

Consumer Behaviour in Services–Understanding Customer Needs and Expectations, Service Perceptions, Service Encounters. Relationship Marketing– Relationship Development Strategies and Challenges.

### **UNIT - III: Service Development and Physical Evidence:**

Service Development– Planning, Creating and Branding Service Products, New Service Development; Service Blueprinting, Service Process Redesign; Service Physical Evidence, Service scape, Physical Evidence Strategy; Role of Employees and Customers in Service Delivery.

### **UNIT - IV: Service Quality and Recovery**

Service Quality - Service Quality Dimensions, Gaps model of Service Quality. Service Recovery – Customer Responses to Service Failures, Customer Recovery Expectations, Complaint Handling, Recovery management, Recovery Strategies; Service Recovery Effects; Service Guarantees.

### **UNIT - V: Services Pricing, Promotion and Distribution**



Pricing of Service - Establishing Pricing Objectives, Pricing Related to Four Value Definitions; Service Communication- Challenges, Communication Mix. Service Delivery Process-Delivering Services through Intermediaries and Electronic Channels, Balancing Demand and Capacity in service delivery.

\* Relevant cases have to be discussed in each unit.

**Text books:**

1. Valarie A Zeithaml, D D Gremler et. al., Services Marketing, 4th edition, TMH, New Delhi.
2. Rajendra Nargundkar: Services Marketing, 3<sup>rd</sup> edition, TMH, New Delhi.
3. R Srinivasan, Services Marketing, Indian Context, 4<sup>th</sup> edition, Prentice Hall of India, New Delhi.
4. Harsh V.Verma: Services Marketing, 2<sup>nd</sup> edition, Pearson Education, New Delhi.

**Reference Books:**

1. Christopher Lovelock, Jayanta Chatterjee and Jochen Wirtz, Services Marketing: People, Technology, Strategy, Pearson Education, 7th edition.
2. Govind Apte: Services Marketing, Oxford University Press, New Delhi, 2009
3. Ravi Shanker: Services Marketing, Excel Books, New Delhi, 2010
4. Christian Gronroos: Service Management and Marketing, Wiley India, New Delhi, 2010
5. Vasanthi Venugopal: Services Marketing, Himalaya Publishing House, 2010
6. Nimith Chowdhary: Marketing of Services, MacMillan Publishers, New Delhi, 2009.
7. Douglas Hoffman K: Marketing of Services, Cengage learning, New Delhi 2010.

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## **Sales and Distribution Management**

IV Semester

Lecture: 4  
Credits: 3

Internal Marks: 40  
External Marks: 60

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### **Course Objectives**

- To develop understanding and appreciation of the Sales & Distribution processes in organizations.
- To Estimate the role of variables in sales force motivation and distribution channel management.
- To Plan and implement an effective sales strategy for their organizations

### **Learning Outcomes**

Upon successful completion of the course, students will be able to

- Understand the concepts of personal selling and functions of sales management.
- Apply the knowledge of various concepts of sales potential analysis which are helpful in developing sales quota and managing sales territory.
- Evaluate the tools and strategies necessary for selecting, training and evaluating sales force.
- Execute the strategies related to selecting and managing distribution channels.
- Identify conflicts in distribution channel and manage channel efficiently.

### **UNIT - I: Sales Management:**

Objectives and functions of sales management, selling as a Career, Sales Organisation, Purpose of setting up a sales organisation, Types of Sales Organizations, Organisation of the sales department, inter department relations, Ethics in Sales management. Process of Personal Selling.

### **UNIT - II: Sales Potential Analysis and Territory Management:**

Sales Potential – Sales Volume – Sales Quotas. Sales Forecasting – Different methods of sales forecasting. Sales Budgets, Sales Territory – Reasons for establishing sales territories, Time and Territory Management; Routing and scheduling sales personnel.

### **UNIT - III: Sales Force Management:**

Recruitment , Selection and Training of Sales personnel , selecting training methods, evaluating sales training programmes – Motivation and Compensation Plans of sales force – Evaluation of Salesmen’s Performance – Sales Control Research.

### **UNIT - IV: Channels of Distribution:**

Origins, evolution & uniqueness of the Indian distribution environment, Channel Structure and Functions, Channel Design Process and channel management decisions–Selecting Channel Members Motivating Channel Members, Customer service and physical distribution.

## **UNIT - V: Channel Management**

Role and types of Channel intermediaries, Channel conflicts – Reasons – Managing Channel Conflicts Evaluating Channel Member Performance – Retail Management, Impact of IT on Physical Distribution, Emerging trends in Distribution Management.

- Relevant cases have to be discussed in each unit.

### **Text Books:**

1. Richard R. Stire, Edward W. Candiff and Norman, A.P. Gavani, Sales Management Decisions, Policies and Cases – Prentice Hall.
2. Tapan K Panda: Sales and Distribution Management, Oxford University Press, New Delhi, 2019.
3. Krishna K Havaldar, Vasant M Cavale, Sales and Distribution Management, TMH, New Delhi, 2011
4. S.L. Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.
5. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.

### **Reference Books:**

1. Tony Carter: Sales Force Management, Jaico Publishing House, New Delhi, 2008.
2. S.A. Chunawala: Sales and Distribution Management, Himalaya Publishing House, New Delhi, 2009.
3. Aftab Alam Sales and Distribution Management, Wisdom Publication.
4. Eugene. M. Johnson, David L. Kurty and Enirhard. E. Scheuing – Sales Management, Concepts, Practices and Cases by Mc Graw Hill International.
5. Berg Rosen bloom – Marketing Channels – a Management View – by the Dryden Press, Hinsdale, Illinois.
6. Aune T. Coughlan, Stern E. Ansary – Marketing Channels, Prentice Hall of India.
7. Matin Khan: Sales and Distribution Management, Excel Publish.
8. Hair, Anderson: Sales Management, Cengage Learning, New Delhi, 2010.
9. Mark W Johnston: Sales Force Management, TMH, New Delhi, 2009.

## **Financial Derivatives**

IV Semester

Lecture: 4

Credits : 3

Internal Marks : 40

External Marks : 60

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### **Course Objectives**

- To Understand the students about the concept of Derivatives and its types
- To acquaint the knowledge of Options and Futures and
- To know about Hedging and the development position of Derivatives in India.

### **Learning Outcomes**

Upon successful completion of the course, students will be able to

- Analyse and evaluate the characteristics of financial derivative instruments.
- Understand the futures and option strategies.
- Learn valuation, analysis and application for hedging, speculation and arbitrage for financial derivatives.
- Learn the mechanics, valuation and trading strategies of derivative market.
- Develop a trading strategy in the volatile market.

### **UNIT - I: Introduction to Derivatives:**

Development and growth of derivative markets, types of derivatives uses of derivatives, fundamental linkages between spot & derivative markets, the role of derivatives market, uses and misuses of derivatives.

### **UNIT - II: Future and Forward Market:**

Structure of forward and future markets, mechanics of future markets hedging strategies, using futures, determination of forward and future prices, interest rate futures currency futures and forwards-- Case study

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

Distinguish between options and futures, structure of options market, principles of option pricing, option pricing models: The binomial model, the black – scholars Merton model. Trading Strategies: strategies involving options - spread, combinations, other payoffs -options on indices - hedging strategies using derivatives- Case study

### **UNIT-IV: COMMODITY MARKET DERIVATIVES**

Introduction, types, commodity futures and options, swaps commodity exchanges multi commodity exchange, national commodity derivative exchange role, functions and trading.

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

Features of swaps, major types of swaps, interest rate swaps, currency swaps, commodity swaps, equity index swaps, credit risk in swaps, credit swaps, using swaps to manage risk, pricing and valuing swaps - Case study.

### **Text Books**

1. S.L. Gupta, Financial Derivatives, PHI Learning Pvt. Ltd,2017.

2. Prakash B Yarogal, Financial Derivatives, Vikas Publication,2018.
3. McDonald, Derivatives Markets, Perason,2015

### **Reference Books**

1. John Hull, Options, Futures and other Derivatives, Pearson Education.
2. Jayanth Rama Varma Derivatives and Risk Management, TMH, 2017.

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## **Financial Institutions and Services**

IV Semester

Lecture: 4  
Credits : 3

Internal Marks : 40  
External Marks : 60

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### **Course Objectives:**

- To understand the aspects of economics those are most relevant for a career in banking and finance.
- To provide knowledge on different types of banking and financial systems in emerging countries.
- To evaluate the financial services offered by different companies

### **Learning Outcomes:**

Upon successful completion of the course, students will be able to

- Understand the role and function of the financial system in reference to the macro economy.
- Analyze differentiated markets and generalize the importance of major and minor markets in Indian industry with SEBI regulations.
- Understand the nature of financial intermediation and regulations carried out by the both Banking and Non – banking institutions.
- Know the various types of insurance and insurance business in India.
- Differentiate between fund and fee based financial services.

### **UNIT - I: The Basic Theoretical Framework**

The financial system and its technology; the factors, financial intermediaries and Financial Innovation; RBI-Central Banking.

### **UNIT - II: Financial Institutions & Instruments**

An update on the performance of IDBI, ICICI, IFCI and SFCs. Role and structure of money market and capital market–Call money market, Treasury bill market, and Commercial bill market including commercial paper and certificate of deposits, Discount market–Government securities market–Primary and secondary market for securities, Book Building Mechanism.

### **UNIT - III: Banking & Non- Banking Institutions**

Commercial banks–the public and the private sectors–structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital–adequacy norms and capital market support; Non-Banking Institutions: Evolution, control by RBI and SEBI. Unit Trust of India and Mutual Funds.

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

Concept of Insurance, Need for Insurance, Insurance Industry in India, Role of IRDA, Principles and Benefits of Insurance, Reinsurance, General insurance and its types, Life insurance and its types.

### **UNIT - V: Financial Services**

Asset/fund based Financial services – lease finance, consumer credit and hire purchase finance, factoring definition, functions, simple problems on factoring, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking,

credit rating, bankers to an issue, debenture trustees, portfolio managers.

**Text Books:**

1. R.Shanmugham: Financial Services, Wiley India, New Delhi, 2010.
2. M.Y.Khan, Financial Services, Tata McGraw Hill, New Delhi, 2004.
3. LM Bhole & Jithendra Mahakud: Financial Institutions and Markets, TMH, NewDelhi,2009.
4. P.K. Gupta: Insurance & Risk Management, Himalaya Publishing House: Mumbai.

**Reference Books:**

1. Meir Kohn: Financial Institutions and Markets, Oxford University Press, New Delhi,2009.
2. Sames L .Heskett, managing in the Service Economy, Harvard Business School Press, Boston, 2001.
3. Bharti V Pathak: The Indian Financial System, Pearson Education, New Delhi, 2010.
4. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.2002.
5. Clifford Gomez: Financial Markets, Institutions and Financial Services, PHI Learning,NewDelhi2009
6. George E. Rejda: Principles of Risk Management & Insurance, Pearson: New Delhi.

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## **Compensation Management**

IV Semester

Lecture: 4

Credits: 3

Internal Marks: 40

External Marks: 60

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### **Course Objectives:**

- To understand the various dimensions of Compensation Management.
- To determine factors involved in payrolls calculation.
- To evaluate various theories involved in wage and salary administration.

### **Learning Outcomes**

Upon successful completion of the course, students will be able to

- Learn basic compensation concepts, components and Wage theories.
- Develop an understanding of various types of wage methods and Incentive plans that helps improving the quality of production.
- Analyze, integrate, and apply the knowledge of Payroll Management to solve compensation related problems in an organization.
- Know the role of Collective bargaining in wage determination.
- Understand various pay commissions in India.

### **UNIT - I: Compensation Management**

Conceptual Frame work 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. Executive compensation, emerging trends of compensation management in IT industries.

### **UNIT - II: Wage Determination**

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.

### **UNIT - III: Wage Administration in India**

Wage Policy in India, Methods of wage determination in India, Role of Collective bargaining in wage determination, The Minimum Wages Act.

### **UNIT - IV: Benefit Programs**

Wage Boards–Pay Commissions–Compensation Management in Multi-National organizations.

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

Salary Calculation - Income tax Calculations - PF and Gratuity-Bonus, Ex-Gratia, Incentive, Superannuation103.

### **Text Books:**

1. R C Sharma, Sulabh Sharma, Compensation Management, SAGE Publisher, 2019.
2. Deb Tapamoy, Compensation Management: Text and Cases, Excel books, 2010.



3. M S Bhattachrya, Compensation Management, Excel books, 2009.
4. Richard.I.Henderson: Compensation Management In A Knowledge Based World – Prentice-Hall, 2007.

**Reference Books:**

1. Thomas. P. Plannery, David.A. Hofrichter & Paul E. Platten: People Performance&Pay–FreePress.2002
2. Michael Armstrong & Helen Murlis: Hand Book of Reward Management– Crust Publishing House, 2004.

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*Specialisation - HR*

## **Management of Change and Development**

IV Semester

Lecture: 4

Internal Marks: 40

Credits: 3

External Marks: 60

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### **Course Objectives:**

- To develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organizations.
- To Gain necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

### **Learning Outcomes:**

Upon successful completion of the course, students will be able to

- Explore conceptual, theoretical and practical perspectives on change management.
- Assess the impacts of change, to develop effective change teams and to recognise and address resistance to change
- Identify key drivers of an organization's culture and its implications.
- Appreciate the process of organisational development and OD interventions
- Outline important aspects of how to build and equip a change team to improve organisational effectiveness.

### **UNIT - I: Basics of Change Management:**

Introduction to change, stimulating forces, planned change, change agents, unplanned change, model of organisational change – Lewin's three step model.

### **UNIT - II: Resistance to Change:**

Change management process, phases of the change management process, concept of resistance to change, forms of resistance, reactions to change, resistance to organizational change Initiatives, overcoming the resistance to change, techniques to overcome resistance.

### **UNIT - III: Concept of Organizational Culture:**

Dimensions of culture, type of culture, assessing organizational culture, role of culture in managing change, approaches to individual change, and implications of change in individuals.

### **UNIT - IV: Organization Development (OD):**

Meaning, nature and scope of OD, dynamics of planned change, person-focused and role-focused OD interventions, planning OD Strategy – OD interventions in Indian organizations, challenges to OD.

### **UNIT - V: Team Building:**

Nature and importance of teams, team Vs groups, types of teams, characteristics of virtual teams, team building life cycle, role of managers as linking pins, team building skills, virtual teams, high performance teams, self managing teams building team relationships, empowered teams.

**Text books:**

1. Ratan Raina “Change Management and Organizational Development” SAGE Publications 2019.
2. Mark Hughes: “Managing and Leading Organizational Change”, Routledge publication 2018.
3. Kavitha Seth, "Organization Change and Development", Excel Books, 2014
4. Robert A Paton: “Change Management”, Sage Publications, New Delhi, 3rd edition, 2008.

**Reference Books:**

1. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2016.
2. Cummings: “Theory of Organisation Development and Change”, Cengage Learning, New Delhi, 1st edition, 2013.
3. Radha R. Sharma, "Change Management", Tata McGraw Hill, New Delhi, 2012

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