

1.1.3 Details of courses offered by the institution that focus on employability/ entrepreneurship/ skill development during the year.

1.2.1 Details of courses introduced across

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NPTEL/SWAYAM/edX/Coursera/Stanford Online/Udacity/OpenClassrooms/Open2Study/ALISON/ Khan Academy/ NSE- NCFM/IRDA/NISM/ Any course related to MBA from the authentic sources with prior permission.	20GE06	201
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20BA111: MANAGING PEOPLE AND ORGANISATIONS (4L + 1T + 1P)

Subject Code :	20BA111	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To explain conceptual understanding about the principles of management.
- CO-2 To analyze knowledge on the importance of planning and organizing.
- CO-3 To examine conceptual understanding of staffing, directing and communication.
- CO-4 To assess the student with the key element of organizational behaviour.
- CO-5 To interpret conceptual understanding about the importance of organization change and organizational development.

Unit I: Introduction: Management, Concept, Significance, Levels, Skills,, Functions , Principles - Management as an Art, Science and Profession, –Social and Ethical responsibilities of managers-Recent Trends in Management practices in the wake of Globalization.

Unit II: Functions of Management (1): Planning : Nature, Purpose, Process of Planning, Types of Plans – Forecasting, Decision Making: Concept, Process, Management By Objectives: Concepts, Process. Organizing: Nature, Process - Formal and Informal Organizations - Departmentation: Methods; Span of Control - V.A. Graicuna’s Theory - Factors Determining Span of Control - Delegation: Concept, Process, And Decentralization: - Advantages and Disadvantages of Decentralization.

Unit III: Functions of Management (2): Staffing: Nature and Importance of Staffing, Elements of Staffing. Directing: Meaning, Element of Directing, Motivation: Significance, Process - Theories of Maslow, Herzberg and McGregor. Communication: Importance, Process, Barriers, Principles of Effective Communication. Controlling: Control Process, Pre-Requisites and Requirements of adequate Control - Techniques of Control - PERT and CPM

Unit IV: Organizational Behaviour: Meaning, nature and scope – Key elements in O.B. – Contributing disciplines to O.B. Managing Power, Politics, Influence and Conflicts in Organisation.

Unit V: Individual Perception – Process, factors influencing perception, Learning – characteristics of learning. Personality – Stages of Development, Determinants of personality, Organizational Change and Organizational Development.

Case Study (Not Exceeding 300 words)

Practical Components:

- Studying organizational structures of any five companies and classifying them into different types of organizations and justifying why such structures are chosen by those organizations.
- Identifying any five organizations and group them into different types of organizations based on Managing people at work place.
- Studying organizational group dynamics of any three companies and identify the best method of managing group dynamics.
- Study any three companies following OD interventions and Identify effective technique.

Note: *Faculty can either identify the organizations/ leaders/jobs or students can be allowed to choose the same.*

Suggested Books:

1. Heinz Wihrich., H.Koontz and Markv Cannice, **Management**, 13ed. 2010, Tata McGraw, New Delhi
2. Prasad LM, Principles and Practice of Management, Edition2019, Sultan Chand and Sons, New Delhi.
3. Rama Swamy T, Principles of Management. First Ed.,2014, Himalaya Publishing House, Mumbai.
4. Stoner, J. **Management**, 6th ed., 1995, Pearson Education, New Delhi.
5. Fred Luthans, Organisational Behaviour, 12th Ed, 2011, McGrawhills, New York.

20BA112-MANAGERIAL ECONOMICS (4L + 1T + 1P)

Subject Code :	20BA112	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

At the end of completion of this course, the learner is able to

CO-1 Understand various managerial economic concepts related to Demand, Production, Cost, Market, Profit etc.

CO 2 Understand various macroeconomic concepts related economic fundamentals, Inflation, trade cycles

CO 3 Estimate the demand, Output, production costs, profit

CO 4 Analyse price-output decisions in different markets

CO 5 Analyse the trade cycle phases of different economies and identify corrective measures.

UNIT I:Managerial Economics: Definition, Nature, Scope - Concepts of Managerial economics - Functions and Responsibilities of a Managerial Economist -Market Demand- determinants- Law of Demand and its exceptions –Theory of Demand - Indifference Curves- Elasticity of Demand - Types of Elasticity of Demand and their Managerial Uses - Demand Forecasting - Methods of Forecasting for Existing and New Product.

UNIT II:Firm Theory & Production Analysis: Economic Theory of Firm –Profit maximisation- Managerial theories - Baumol’s Model - Behavioural theories-Production Function -Law of production- Law of Variable Proportions - ISO-Quants and ISO Costs - Least Cost Factor Combination – Law of Returns to Scale - Economies and Diseconomies of Scale, Law of supply - determinants.

UNIT III:Cost, Profit & Market Structures: Cost Concepts - Short-run and Long-run Cost Curves- Determinants of Short-Term & Long Term Profits, Measurement of Profit Break Even Analysis - *Demand and Supply*: Market Equilibrium - Market Structures - Concept of Price - Pricing and Output Determination under Perfect Competition, Monopolistic Competition and Monopoly.

UNIT IV:Indian Economic Environment: Overview of Indian Economy - Recent changes in Indian Economy - Macro Economic Aggregates and Concepts - National Income - GDP, GNP, NNP, WPI, CPI - Types of Inflation: Demand Pull and Cost Push Inflation, Philips curve, Stagflation - Measurement of Inflation - Economics of Risk & Finance - Monetary Policy & Fiscal Policy.

UNIT V:Trade Cycles: Phases, Theories, and Corrective Measures - Behavioral and Technical Function: Aggregative Demand and Supply, Consumption Function, and Investment Function - Keynesian Theory (overview).

Case Study (Not Exceeding 300 words) Or Problem from either Unit-2 or 3

PRACTICAL COMPONENTS:

- Study of demand elasticity for a product when there is a price increase or price decrease.
- Demand forecasting - Mini project may be given to students to assess the demand for a product or a service using any method.
- An in-depth study of economic indicators on the growth rate.
- Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI.

REFERENCE BOOKS:

- Joel Dean, Managerial Economics, 1st e (2010) Prentice Hall.
- Mote & Paul, Managerial Economics, 1st e (2017) Tata McGraw Hill.
- Dr D. M Midhani, Managerial Economics, 4e (2009) Himalaya Publishing House
- Geetika, Piyali Ghosh, P Choudhary, 2e (2011), Managerial Economics, Tata McGraw Hill
- Suma Damodaran, Managerial Economics, 9e (2010) Oxford University Press
- GS Gupta, Managerial Economics, 2e (2011) Tata McGraw Hill.
- GS Gupta, Macro Economics, Theory & Applications, 4e (2017) Tata McGraw Hill.
- Mehta P.L, Managerial Economics - Text and Cases, 13e (2007) S.Chand& Co.
- H. Craig Petersen, W. Cris Lewis and Sudhir K. Jain 4e (2005) , Managerial Economics, Pearson Education

20BA113: BUSINESS, GOVERNMENT & SOCIETY (4L + 1T + 1P)

Subject Code :	20BA114	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able to

- CO-1 Understand the challenges and complexities faced by businesses and their leaders as they endeavor to maximize returns while responsibly managing their duties to all stakeholders of business.
- CO-2 Understand and appreciate the importance of Corporate Governance and to know the elements of governance in organizations’.
- CO-3 Understand the rationale for government interventions in market systems and to know various public policies and their impact.
- CO-4 Develop the skills needed to work through ethical dilemmas in a globalized economic era.
- CO-5 Understand the concepts of Corporate Social Responsibility and to know the CSR models and best practices that are in vogue in corporate sector.

UNIT I Introduction: Relationship among Business, Government and Society (BGS) – Importance of Business, Government and Society to Managers - Dynamic Forces Impacting Business Environment- Models of BGS Relationships - Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model.

UNIT II Corporate Governance: Definition and Significance of Corporate Governance - Historical Perspective of Corporate Governance - International Perspective on Corporate Governance (Overview) - Elements of Governance in Organizations - Obligation to Stakeholders of Business - Major Corporate Governance Failures in Domestic and MNCs - Whistle-blowing and Corporate Governance.

UNIT III Public Policies: The Role of Public Policies in Governing Business - Classification and Levels of Public Policy- Brief Overview: Trade Policy, Fiscal Policy, Monetary Policy, Industrial Policy; Regulatory framework impacting Business – Environmental, Social and Governance(ESG) Framework; Public Private Partnerships; India’s Competitiveness in the World Economy.

UNIT IV Business Ethics: Concept and Definition of Business Ethics - Importance of Ethics, Values and Morals for Business Success - Evolution of Business Ethics - Unethical Issues in Business - Ethical Dilemmas and Decision Making – Managing Ethical Organizations.

UNIT V Corporate Social Responsibility : Importance of CSR in present day business context -Types and Nature of Social Responsibilities - Arguments for and Against CSR - CSR Principles and Strategies - Models of CSR - Best Practices of CSR - CSR in Indian Perspective - Movement from CSR to Shared Value and Beyond the Thinking of Social Progress.

PRACTICAL COMPONENTS: Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.

- A group assignment on “The relationship between Business, Government and Society in Indian Context and relating the same with respect the models studied in unit-1.
- Case studies/Role plays related ethical issues in business with respect to Indian context.

Reference Text Books:

1. Douglas E. Geer, Business, Government and Society, 3rd Edition, Prentice Hall.
2. John Steiner and George Steiner, Business, Government and Society: A Managerial Perspective, TMH.
3. AC Fernando, Business Ethics: An Indian Perspective, Pearson publications, 2009.
4. Boatright, Ethics and the conduct of Business, fifth edition, Pearson publications, 2007
5. M. Friedman, The social responsibility of business is to increase its profits, Sept 13, 1970
6. New York Times Magazine
7. Manual G Velasquez ,Business Ethics: Concepts & Cases, sixth edition 2010 PHI publications
8. K.Aswathappa, Essentials of Business Environment, Himalya Publishing House. Page 14 of 56
9. Justin Paul, Business Environment, Tata McGraw Hill.
10. Francis Cherunilam, Business Environment - Text and Cases, Himalya Publishing
11. Recent Economic Survey Reports - Government of India
12. Praveen B Malla, Corporate Governance: Concept, Evolution and India Story, Routledge.
13. Bob Tricker, Corporate Governance: Principles, Policies and Practices, Oxford University Press.
14. Mathur, Corporate Governance and Business Ethics, Macmillan India Ltd.

20BA114: MANGERIAL COMMUNICATION (4L + 1T + 1P)

Subject Code :	20BA115	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: To explain the importance of communication skills and sensitize them to their potential to become successful managers.

CO-1 To explain the various types of communication in Business Organizations.

CO-2 To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities.

CO-3 To make them aware for preparing speeches and making it more adoptable to the context, and enriching group activities and processes, giving effective presentations.

To identify the role of communication conflict in intercultural relationships.

UNIT I Introduction: Definition, Role, Purpose & Classification of Communication - Communication Process - **Characteristics of Successful Communication - Importance of Communication in Business Organizations**- Communication in Conflict Resolution - Communication in a Cross-cultural and Multi-cultural Setting.

UNIT II Inter & Intrapersonal and Oral & Nonverbal Communication- Intrapersonal Communication Models - **Principles of Successful Oral communication** -

Barriers to Oral Communication - Principles of Nonverbal Communication - Group Communication: Meetings and Group Discussions, Listening Skills.

UNIT III Managerial Writing & Business Correspondence - Clarity in Writing-Principles of Effective Writing - **The Seven Cs of Effective Written Communication - Applying the Three Step Writing Process** - Business Reports and Proposals - The Process of Preparing Effective Business Reports - Principles of Effective Presentations.

UNIT IV Media Management & Meeting Documentation: **Press Release, Press Conference & Media Interviews - Notice, Agenda, and Resolution & Minutes** - Communication and Negotiation - Negotiation Process - Negotiation Strategies **UNIT V** Communication Networks & Employment Communication: **Technology-enabled Communication-Communication Networks: Intranet, Internet, e-mails, SMS, Teleconferencing, Videoconferencing, Blogs and Social Media** - Composing Application Messages: Writing CVs & Resumes - Interview skill **PRACTICAL COMPONENTS:**

- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
A suitable case is to be selected and administered in the class sticking
- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern.
- The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.

Reference Text Books:

1. Bovee, Courtland L , Thill, J. V., & Chaturvedi, M. (2008). *Business Communication Today* (9th ed.). New Delhi, India: Pearson.
2. Wofford , J. C., Gerloff , E. A., & Cummins, R. C. (1977). *Organizational Communication - The Keystone to Managerial Effectiveness*. New York, United States: McGraw-Hill .
3. Lesikar, Raymond. (1979). *Skills for Empowering the Internet Generation* (9th ed.). New York, United States: McGraw-Hill .
4. Monippally, M. (2001). *Business Communication Strategies*. New York, United States: McGraw-Hill .
5. Ramachandran , K. K., Lakshmi, K. K., Kartik, K. K., & Kumar, M. K. (2007). *Business Communication*. New Delhi, India: Macmillan.

20BA115: ACCOUNTING FOR MANAGERS (4L + 1T + 1P)

Subject Code :	20BA116	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

By the end of the course, students will be able:

- CO-1 To explain fundamental accounting concepts along with the elements of financial statements and basic accounting vocabulary.
- CO-2 To explain and use the accounting equation in basis financial analysis and explain how the equation is related to the financial statements.
- CO-3 To understand the meaning and various sources along with the applications of funds, cash flow statement analysis.
- CO-4 To calculate various ratios and inter-relationship of ratio.
- CO-5 To explain and use various cost management techniques.

UNIT I: Introduction to Accounting: Introduction to accounting-Concept-Importance and scope-Generally Accepted Accounting Principles: **Accounting Concepts and Conventions; Objectives, Nature and scope of financial accounting-Cost Accounting-Management accounting** –Single entry and double entry systems of accounting. (Theory)

UNIT II: Accounting Process: Journal - Ledger - Trial Balance - Construction of Income Statement and Company Balance Sheet, Inventory Valuation. (Theory & Problems)

UNIT III: Financial Analysis: Analysis and Interpretation of financial statements- Horizontal Analysis and Vertical Analysis – Construction and Analysis of Funds flow statement and Cash flow statement. (Theory & Problems)

UNIT IV: Ratio Analysis: Types of Ratios, Classification and analysis through Ratios, **Advantages and Limitations of Ratio Analysis** (Theory and Problems).

UNIT V: Cost Management: Understanding and Classifying Costs - Cost Behavior, Cost-Volume-Profit (CVP) Analysis- Calculation of Break Even Point – Application of Marginal Costing for cost control – Income determinants under Marginal Cost- **Absorption Cost Vs Marginal Cost.** (Theory & Problems)

(Case Study/ Problem from either Unit-2, 3,4 or unit-5)

PRACTICAL COMPONENTS:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.
- Identify the sustainability report of a company and study the contents.

REFERENCE BOOKS:

1. **I.M.Pandey**, Management Accounting, 3rd revised edition, 1994 Vikas Publishing House.

2. **Dr. S.N Maheshwari**, CA. Sharad K. Maheshwari & Dr. Suneel K. Maheshwari, 4th edition 2018, Vikas Publishing House.
3. **Dr. N.P. Srinivasan** and Dr. M. Sakthivel Murugan - Accounting for Management Revised Edition 2010 - S. Chand
4. Robert **S. Kaplan** and Anthony A. Atkinson, Advanced Management Accounting 3rd edition, 1998 (PHI), NewDelhi.
5. **Dr. M.S.V. Prasad G. Syamala Rao - Mohammed Jafrulla - K. Gowri Shankar Mrs. S. Vani** - Accounting for Managers, 1st edition 2016, Himalaya Publishing House.

20BA116: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Subject Code :	20BA117	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To provide students with knowledge of mathematical models for quantitative analysis of managerial problems in Industry.
- CO-2 To improve skills in the use of descriptive statistics for business decisions
- CO-3 To develop the ability to evaluate the forecasting models like correlation, Regression and Time Series analysis
- CO-4 To enable the students understanding probability concepts, probability distributions and its applications in business.

CO-5 To understand the significance of testing of hypothesis in managerial decision-making

UNIT-I: Matrices, Differentiation, Permutations and combinations: Matrices –Basics concepts, solving system of equations with Cramer’s rule and Inverse method - Differentiation and integration of simple functions and their applications- Permutations and Combinations. (Problems)

UNIT-II: Descriptive Statistics – Diagrammatic and Graphical Representation of the data Measures of Central Tendency, Measures of Dispersion, Skewness (Theory and Problems)

UNIT-III: Correlation, Regression and Time Series: Correlation: Types of Correlation - Simple and Rank Correlation coefficient in the case of two variables- Regression: Meaning and importance of Regression Analysis. Estimation of Lines of Regression in the case of two variables **Time Series – Components of Time Series – Measurement of Trend (Linear Equation) (Theory and Problems).**

UNIT-IV: Probability and Probability distributions: Concept of Probability, Definitions of Probability, Addition Theorem of Probability, Conditional Probability and Multiplication theorems of Probability, Baye’s Theorem of Probability and its Applications.

Theoretical distributions: Binomial Distribution, Poisson distribution and Normal distribution – their Properties and Applications. (Theory and Problems)

UNIT-V: Testing of Hypothesis: – Introduction to Hypothesis – Procedure for Testing of Hypothesis – Large and Small Sampling Tests – Z-Test, Single Proportion – Two Proportions – Single Mean – Two Means – t-Test – Single Mean – Difference of Means – Paired t- test – Chi-square test – Goodness of Fit – Independence of Attributes – (Problems)

Suggested Books:

1. S.C. Gupta.-, Fundamentals of Statistics, 7th Revised Edition (2013) Himalaya Publishing House, New Delhi..
2. Sharma, J.K.-, Fundamentals of Business Statistics, 2nd Edition (2000) Pearson Education, New Delhi..
3. Sancheti, Dc & V.K Kapoor, Business Mathematics, 3rd Edition (2014) Sultan Chand & Sons, New Delhi..
4. Arora, P. N., S. Arora- Comprehensive Statistical Methods, 2nd Edition (2007) S. Chand, New Delhi.
5. Sharma, J.K., Quantitative Methods- Theory & Applications, 3rd Edition (2010) Macmillan New Delhi.

20GE01A :GROWTH LAB (1L + 1T + 1P) GE01A

Subject Code :	20GE01A	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To develop orientation towards business etiquettes and the proper etiquette practice for different business scenarios.
- CO-2 To learn the etiquette requirements for meeting, telephone, entertaining, internet business interaction scenarios.
- CO-3 To minimize nervousness in social situations.
- CO-4 To understand various mechanisms of conflict resolution and to know the importance of interpersonal relationships.
- CO-5 To know the importance of time management and the techniques that cope up with Stress.

UNIT I:Introduction to Personality: Concept, Meaning and Definition of Personality – Physical Appearance and Body Language – **Voice Modulation and Diction** – Communication styles.

UNIT II:Business Style and Professional Image: Dress Code – Guidelines for Appropriate Business Attire – Multi-cultural Dressing – **Personal Grooming for Success – Business Etiquettes, Media Etiquettes, and Table Etiquettes.**

UNIT III:Impression Management: Impression Formation – Tactics – Self presentational Motive – Compass Qualities – Toxic Traits – **Social Context: Norms and Roles – Powerful Persuasion Strategies.**

UNIT IV:Interpersonal Relations & Conflict Management: Analysis of different Ego States – Analysis of Transactions – **Causes of Conflicts – Conflicts Resolution and Management.**

UNIT V:Stress and Time Management: Causes of Stress, Types of Stress – Coping with Stress and stress Management Techniques – Time as a Resource – Individual Time Management Styles – Better Time Management Techniques.

Reference Text Books:

1. Barun.K.Mitra, *Personality Development and Soft Skills*, I Edition, Oxford University Press. 2012.
2. E.H. McGrath, *Basic Managerial Skills for all*, 9th Edition, Prentice Hall. India Learning Private Limited , 2011.

20GE02: LEGAL FRAMEWORK OF BUSINESS LAB (1L + 1P + 1T)

Subject Code :	20GE02	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To develop orientation towards various contracts, Indemnity and Guarantee.
- CO-2 To learn the General Principles of Sale of Goods Act 1930.
- CO-3 To know the Companies Act 2013
- CO-4 To understand various mechanisms of company management and to know the importance of interpersonal relationships.
- CO-5 To know the importance Consumer and Environmental protection along with IPR.

UNIT I: The Indian Contract Act - 1872: Nature of a Contract; Essential Elements of a Valid Contract void & Unlawful Contracts, Performance of a Contract, Breach of Contract and its Remedies, and Quasi Contracts. Special Contracts: Contingent Contracts, Indemnity and Guarantee, Contract of Agency, Bailment, and pledge.

UNIT II: Sale of Goods Act 1930: General Principles, Conditions and Warranties, Performance of Contract of Sale, Rights of an Unpaid Seller - Negotiable Instruments Act 1881: Negotiation and Assignment, Holder, Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument.

UNIT III: The Companies Act 2013: Key Definitions and Concepts - Setting up of a Company - Management and Administration - Directors - Accounts and Audit- Dividend - Revival and Rehabilitation of Sick Companies - Corporate social responsibility.

UNIT IV: Company Management: Company, Meetings, and Resolutions - Prevention of Oppression and Mismanagement of Company - Winding up of a Company

UNIT V: Consumer and Environmental protection - Consumer Protection Act - Environmental Laws: National and International - Environmental Impact Assessment and Evaluation - Cyber Crimes and Laws - IT Act, 2005 - Intellectual Property Rights: Patents and Trademarks

REFERENCE BOOKS:

1. Tuleja S.K., Business Law for Managers, Sultan Chand & Sons.
2. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw-Hill.
3. Kapoor, N.D., Mercantile Law, Sultan Chand & Sons.
4. Maheshwari, S.N. and Maheshwari, Business Regulatory Framework, Himalaya Publishing House.
5. Bulchandani, K.R., Business Law for Management, Himalaya Publishing House.
6. Gulshan, S.S., Mercantile Law, Excel Books.
7. Bansal, C.L., Business and Corporate Laws, Excel Books.

20GE03: EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS (1L + 1T + 1P)

Subject Code :	20GE03	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To enable the students to become aware of the sources of emotions
- CO-2 To learn how to deal with human emotions.
- CO-3 To make use of Enneagram typology and Executive Emotional Intelligence.
- CO-4 To focus on the managerial competencies and their emotional impacts.
- CO-5 To understand Emotional Intelligence and Organizational Effectiveness

UNIT I: Introduction: Emotions and the Tripartite Brain – Emotions and Enneagram – Role of Emotions – Emotions and Attitudes – Fundamentals of Emotional Intelligence – Emotional Intelligence Models and Theories – Managing Emotions.

UNIT II: Emotional Intelligence at Work: Intrapersonal and interpersonal Emotional Intelligence – Emotional Intelligence and Personality – Importance of Emotional Intelligence at Work – Empathy and Social Skills at Work Place – Individual and Group level Emotional Intelligence at Work.

UNIT III: Executive Emotional Intelligence: Executive Emotional Quotient – Emotional Competence Framework – Emotional Transformation – Measuring Emotional Intelligence – Benefits of Emotional Intelligence.

UNIT IV: Managerial Effectiveness: Understanding Organizational Goals – Innovation & Creativity – Optimizing Resources – Execution Skills (PDCA Cycle) – Challenges faced by Organizations – Expectations from Practicing Managers

UNIT V: Emotional Intelligence and Organizational Effectiveness: Sources of EI in Organizations – Role of EI on Organizational effectiveness in the areas of Employ Recruitment and Selection – Team Work – Productivity – Efficiency – Quality of Service.

Reference Text Books

1. The Brain and Emotional Intelligence: New Insights by Daniel Goleman
2. Dalip Singh, Emotional Intelligence at Work: A Professional Guide, Response Books, New Delhi.
3. Daniel Goleman, Working with Emotional Intelligence, Bloomesbury.
4. Goleman, Emotional Intelligence: Why It Can Matter More Than IQ, Academic Internet Publishers, 2006.
5. Daniel Goleman, Leadership: The Power of Emotional Intelligence; Selected Writings.
6. Hendrie Weisenger, Emotional intelligence at work – The untapped edge for success, Wiley-India .
7. Steven J. Stein, Emotional Intelligence for Dummies, Wiley Publishers.

20 BA211 :MARKETING MANAGEMENT (4L + 1T + 1P)

Subject Code :	20BA211	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To understand the role of marketing in underpinning the success of business organizations and to know the changing context of marketing environment.
- CO-2 To understand the role of marketing mix elements in the successful implementation of marketing strategies to satisfy target customer.
- CO-3 To understand the product management and pricing methods.
- CO-4 To understand the challenges of channel management and to know the various forms of effective marketing communications.
- CO-5 To know the types of marketing organizations and to understand the set of criteria to control the marketing plan.

UNIT I:Introduction: Basic marketing concepts -Understanding Customers - Company Orientation towards Marketing - Transaction Vs Relationship Marketing - Analysing Markets and Customers- Integrated Marketing Concept - Defining and Delivering Customer Value and Satisfaction-Value Chain - Marketing Environment: Macro and Micro Components and their Impact on Marketing Decisions - Marketing Research and Information - Adapting Marketing to New Liberalized Economy - Digitalization and Customization - Changing Marketing Practices: e-marketing, Tele Marketing, Societal Marketing, Rural Marketing, Green Marketing

.UNIT II:Strategic Marketing Planning: Buyer Behaviour - Consumer vs. Organizational Buyers - Market Segmentation and Targeting - Positioning and Differentiation Strategies - Marketing Mix -*Product Decisions:* Concept of a Product, and Classification of Products - Product Mix and Line Decisions - Product Life Cycle - Strategic Implications - New Product Development and Consumer Adoption Process.

UNIT III:Price Setting: Objectives, Factors and Methods, Price Adapting Policies, and Initiating and Responding to Price Changes. *Marketing Channel System:* Functions and Flows - Channel Design - Channel Management -Selection, Training, Motivation, and Evaluation of Channel Members - *Channel dynamics:* VMS, HMS

UNIT IV:Marketing Communication: Concept, Definition, and Importance - Marketing Communication Mix - Promotion Decisions - Integrated Marketing Communication - IMC Planning Process -Integrated Communications Strategy - Recent trends in Marketing Communications

UNIT V:Marketing Organization and Control: Types of Marketing Organization Structures, and Factors Affecting Marketing Organization - Control of Marketing Efforts:

Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control - Marketing Audit - *Consumerism* - Consumer Rights and Marketers' Responsibilities.

Practical Components:Analyze different needs and wants of consumers in your locality or region
2Analyze the prevalent marketing environment in your locality or region.

- 3Analyze Product Life Cycle of few Products like consumer durables (ex., Electronic goods, Computers, etc.).4Analyze Packaging strategies used by FMCG companies
- 5Analyze Marketing strategies/planning used by automobile cosmetic and FMCG companies

REFERENCE BOOKS:

1. Aparna Tembulkar, Marketing Management, 2nd Edition. (2014) Nirali Prakashan, Pune.
2. Kazmi S H, marketing Management: Text and Cases, 1st Edition, (2007), Excel Books, New Delhi.
3. Philip Kotler, Kevin Lane Keller, Marketing Management –Global Edition, 15th Edition. (2016) Pearson India Education Services Pvt Ltd.
4. Rajan Suksena, Marketing Management, 5th Edition.(2017) McGraw Hill Education (India) Private Limited.
5. Ramaswamy, Namakumari, Marketing Management: planning, Implementation & Control, 6th Edition, (2018), Sage Publisher, New Delhi.
6. Sherlekar S.A, Marketing Management, 13th Edition, (2008), Himalaya Publishing House, Mumbai

20 BA212 :HUMAN RESOURCES MANAGEMENT (4L + 1T + 1P)

Subject Code :	20BA212	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able to

- CO-1 To cover the basic concepts of Human Resource management.
- CO-2 To contribute the development of human resource planning, implementation, and evaluation of employee recruitment, selection, and retention plans and processes
- CO-3 To develop, implement, and evaluate employee orientation, training, and development programs
- CO-4 To administer and contribute to the design and evaluation of the performance management program
- CO-5 To develop the students' ability to learn concepts like compensation, employee welfare, and industrial relation issues

UNIT I:Introduction: Meaning, Definition, Nature, scope, and Importance of HRM
- objectives and Functions of HRM- Organization of HRM - Role of HR manager - Models of HRM - HRM in a Changing Environment

.UNIT II:Procurement: HR Job Analysis - Human Resource Planning, Objectives, Importance, Factors Affecting HR Planning -Process of HR Planning - and Limitations of HRP - Recruitment: Definition, Objectives, Factors Affecting Recruitment - Recruitment Sources - Selection: Meaning, Definition, and Process of Selection – Placement and Induction

.UNIT III:Development and Performance Management: Objectives , Importance of Training ,Training methods, Executive Development Programmes, Evaluation of Training and Development Programmes -Performance Appraisal: Meaning, Need, Purpose, Objectives, Different Methods of Appraisal, Uses of Performance Appraisal, Limitations, of Performance appraisal.

UNIT IV:Promotion and Reward Management: Promotion, Transfer, Demotion, and Career planning and Development - Compensation Management: Definition, Need for Sound salary Administration, Objectives, Factors Affecting Wages/ Salary administration, Job Evaluation - Employee Welfare Measures.**UNIT V:Maintaining:** HRM Approach to Employee - Quality of Work Life (QWL): Meaning, definition, Specific Issues in QWL, Strategies for Improvement of QWL - HRIS, HRM Accounting, and HR Audit - International HRM: Perspectives and Challenges - Grievance and Disciplinary Procedure.**Practical Component:**1- Give a case and ask the students to prepare the recruitment advertisement for a newspaper. 2-Expose students to standard selection tests followed in various sectors. 3-Exploring training and development

practices.4-Exploring performance appraisal practices in various sectors.5-Exploring employee separation practices.6-Give a job analysis case and ask the students to prepare job description and job specification. 7-Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

Reference Text books:

1. Aswathappa. Human Resource Management 6thEd (2010). Tata McGraw Hill, New Delhi.
2. Biswanath Ghosh. Human Resource Development and Management (2005). Jain Book Depot , New Delhi
3. C.B.Mamoria. Personnel management (21stEd). Himalaya Publishing House , (2012). New Delhi:
4. Edwin Flippo. Personnel management 5thEd. (1994). Tata McGraw Hill, New Delhi.
5. Rajashree Shinde, A. Abhilasha, A. Ramakumar (2017) Human Resource Management (1st Ed). Himalaya Publishing House, New Delhi.
6. Sahni. (2005). Personnel Management (5th Ed.), Kalyani Publisher , New Delhi.
7. Subba Rao.. Human Resources management (12thEd). (2011) Himalaya Publishing House, New Delhi.
8. V.S.P.Rao, Human Resources Management, 3rd Ed., (2010) Excel Books, New Delhi.

20 BA213: FINANCIAL MANAGEMENT (4L + 1T + 1P)

Subject Code :	20BA213	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: by the end of the course, students will be able

- CO-1 To give understanding and perspective on financial management function in the company and in its relation to domestic and international economy.
- CO-2 To develop knowledge on the type and characteristics of problems and the possibility of the occurrence of financial management problems, and to increase the ability to handle the problems through reliable approach and problem solving strategy development.
- CO-3 To develop knowledge on formation of capital structure and understand the impact of dividend decision on value of the firm.
- CO-4 To develop planning skill and monitoring skill in financial management functions effectively, so the students are able to apply the appropriate management strategy to face the company challenges.
- CO-5 To provide illustration on financial management practices and policies, processes, techniques and strategies those are used in the financial management.

UNIT I:Financial Management: Conceptual Overview, Scope, Functions, Roles, Goals - Changing Role of Finance Managers -Time value for money -Present Value - Risk and Return – Profit maximizationVs. Wealth Maximization (Theory only)

UNIT II:Financial Leverages: Types of Financial Leverages-EBIT and EPS analysis - Cost of Capital -Measurement of Specific Costs of Capital - Weighted Average Cost of Capital (Theory and Problems).

UNIT III:Capital Structure: Determinants of Capital Structure, and Optimum Capital Structure - Capital Structure theories: Traditional, NI, NOI and MM Theories -*Management of Profits*:Dividend Policy and Dividend Theories. (Theory and Problems)

UNIT IV:Working Capital Management: Meaning, Significance, Types of Working capital, Determinants of working capital, and Methods of Measuring working Capital Requirements - Operating cycle -Financing of Working Capital- Management of Cash, Receivables, and Inventory - (Theory and Problems).

UNIT V:Capital Budgeting: Capital Budgeting Process, Nature, Scope,Significance, and Risks in Capital Budgeting-Techniques of Capital Budgeting: Traditional andDCFtechniques– NPV vs. IRR (Theory and Problems). **Practical Components:**Students are expected to

study any five companies' financial reports and submit a report on their financial planning and financial forecast.2-A group assignment on “capital structure of any three big domestic companies and any three MNCs with respect the models studied in unit-3,.3-Case studies on dividend policies of various companies with respect to Indian context.

References Text books:

1. James C. Van Horne, Financial Management and Policy, 6th Edition (2009) Prentice Hall of India.
2. Chandra Bose D., Fundamentals of Financial Management, 2nd Edition (2006) Prentice Hall of India.
3. Khan M Y and Jain P. K., Basic Financial Management: Text and Problems, 2nd Edition (2005) Tata McGraw Hill.
4. Pandey I M., Financial Management, 11th Edition (2015) Vikas Publishing House Pvt. Ltd.
5. .Pandey & Bhat, Cases in Financial Management, 2nd Edition (2000) Tata McGraw Hill.
6. Prasanna Chandra, Financial Management - Theory and Practice, 10th Edition (2019) Tata McGraw Hill.

20BA214 :OPERATIONS MANAGEMENT (4L + 1T + 1P)

Subject Code :	20BA214	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To identify the roles and responsibilities of operations manager and the boundaries of an operations system, and recognise its interfaces with other functional areas.
- CO-2 To examine the types of transformation processes and evaluate planning tools in the operations function.
- CO-3 To assess and formulate strategies in managing resources through maintenance and developing suitable waste disposal systems.
- CO-4 To evaluate approaches to in managing inventories by effective functioning of MRP, Procurement, and Storage. Able to deploy strategies for achieving good quality.
- CO-5 To apply the tasks, tools, and underlying principles of operations management in the manufacturing and service sectors to improve organizational performance.

UNIT I: Operations Management: overview, Concepts, Objectives, and Operations as a Function – Role and Responsibilities of Production Manager – Manufacturing Vs. Service Operation - Strategic Decision in Operations — Productivity and Factors Affecting Productivity – **Production Systems**– Jobbing, Batch, Mass or Flow, Factors Affecting the Choice of Manufacturing Process - **Facility Planning:** Importance, Facility Location Decisions - determinants, **Facility Layout Planning** – Principles of Layout Planning – Classification of Plant Layouts: Product layout, Process layout, Fixed Position Layout, Cellular Manufacturing Layouts, Hybrid Layouts – Materials Handling: Principles of Material Handling, and Different Material Handling Equipments. Operations Strategy – World Class Manufacturing

UNIT II: Production Planning and Control: Objectives, Importance, Functions, and Procedure of PPC –Product Design/Processes –Production planning in Continuous, Job/Unit, and Intermittent Production systems – Master Production Scheduling **Optimal Production Strategies:** Scheduling – Assignment and Sequencing of Operations - Capacity Planning: Capacity Planning Decisions – Aggregate Planning —**Automation:** Definition, Concept, Different Tools of Automation. — **Project Management Techniques:** PERT and CPM (theory).

UNIT III: Work Study: Method Study and Work Measurement – Method Study Process Tools for Method Analysis – Work Measurement Techniques: Time Study, Predetermined Motion Time Systems, Activity Sampling. **Maintenance Management:** Need for Maintenance, Types, Functions, and Procedure of Maintenance Management – Best Practices in Maintenance Management – Trends in Maintenance Management – Equipment Life Cycle, Total Productive Maintenance (TPM)– **Managing of Work Environment** – Waste Management: Concept, and Methods of Waste Disposal

UNIT IV: Materials Management: Meaning, Importance, and Functions – Purchase Management: Need, Objectives, Importance, and Process – **Stores Management:** Definition, System, and Procedures of Store Management – Stock Control: Concept, Need and Techniques of Stock Control – Inventory Management: Concepts, Types, Classification, Functions, and Costs of Inventory – Inventory Control Decisions – **Inventory Control Models:** Selective Inventory Control (ABC Analysis), EOQ Model, EBQ Model, MRP, JIT, Kanban, and Agile SupplyChain.

UNIT V: Quality Management: Concept, Dimensions, and Significance of Quality – Quality Assurance – Acceptance Sampling – Statistical Quality Control – Control Charts - **Quality Systems:** Need, Benefits, ISO 9000–2000, and Caterpillar QMS Approach – **Quality Improvement and Cost Reduction Techniques:** Quality Circles, Six Sigma, New QC Tools, PDCA Cycle, TQM, Kaizen – Lean Manufacturing.

Case Study (Not Exceeding 300 words)/ Problem (from unit 2,4,5 only)

Reference Books:

1. 1 Chary, S.N., 2013, Production and Operations Management, Tata McGraw Hill, New Delhi.
2. 2 Elwood S. Buffa , Rakesh K. Sarin, 2013 Modern Production and Operations Management, John Wiley, New York.
3. 3Everett E. Adam, Jr., Ronald J. Ebert,2000, Production and Operations Management, 5th edition Prentice Hall of India, New Delhi.
4. 4 Gopalakrishnan P. and Sundaresan. M., 2012 Materials Management An Integrated Approach, Prentice Hall of Indian, New Delhi.
5. 8Krajewski, L.J. and Ritzman, L.P., 2005 Operations Management: Strategy and Analysis,7th edition Addison Wesley Longman Pvt. Ltd. Delhi
6. 13Pannerselvam R. 1999, Production and Operations Management, Prentice Hall of India, New Delhi.
7. 16K.AswathappaK.SriddhanBhat 2017: Production and Operations Management 2nd edition, Himalaya Publishers.
8. 17 Chunnawala and Patel 2009: Production and Operations Management 7th edition, Himalaya Publisher.
9. James P Evans and David 2007: Operations Management , Cengage New Delhi.
10. Hamid mori and Russel 1995: Production and Operations Management, Mcgrawhill Newyork.
11. J.P. Saxena 2009: Production and Operations Management 2nd edition, TATA Mcgarahill.
12. Kanishka Bedi 2004: Production and Operations Management,Oxford university press NewDelhi.
13. Upendra Kachan 2007: Production and Operations Management Text and cases 1st edition, EXCEL BOOKS.
14. B.Mahadevan 2010: Operations Management theoty and practice 2nd edition, Pearson.

20BA 217:BUSINESS RESEARCH METHODS

Subject Code :	20BA 217	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:By the end of the course, students will be able:

- CO-1 To understand basic concepts of research and formulate research problems and process.
- CO-2 To generate an awareness of research design and data collection methods.
- CO-3 To develop and understand of sampling design and techniques.
- CO-4 To understand how to analyse and interpretation of the data.
- CO-5 To provide expert knowledge about to write a research report and thesis.

Unit –I : Introduction-Importance of Research, Types of research , Research Process-Problem Identification- Formulation-Classification, Concept and Construction of Hypothesis – Steps in Testing Hypothesis.

Unit-II: Research Design-Meaning, purpose and Principles – Types of Research Design – Exploratory- Descriptive- Experimental, Data Collection-Sources of Data-Methods of Data Collection-Questionnaire Design and Pre Testing of Questionnaire.

Unit-III: Sampling & Sampling Designs-Determination of Sample Size-Census Survey Vs Sample Survey –Advantages of Sampling-Sampling Methods-Probability Sampling-Non Probability Sampling.

Unit-IV: Data Tabulation-Analysis and Interpretation: Tabulation of data and general rules of tabulation Graphic and Diagrammatic Representation of Data-ANOVA-One way and Two way classification.

Unit-V: Research Report Writing and Presentation: Concept, Purpose, Guidelines for Research Report Writing –Steps in Report Writing-Layout of Report-Types of Research Reports-Presentation of Research Report.

Text Book

Kothari, C.R., *Research Methodology - Methods and Techniques*. New Delhi: New Age International Publishers.

Reference Books:

1. PanneerSelvam-Research Methodology, PHI 2nd Edition (2014)
 2. Bhattacharya D.K., “ Research Methodology” ,Excel Books, New Delhi. 2nd Edition (2006)
- Cooper, “ Business Research Methods”, Tata McGraw Hill, New Delhi. 11th Edition (2012).

20BA216 :Entrepreneurship Development & Business Models (4L + 1T + 1P)

Subject Code :	20BA216	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives:By the end of the course, students will be able:

- CO-1 To make the students aware of the entrepreneurship opportunities available in the society.
- CO-2 To enable the students to understand the sources of finance and preparation of business plan.
- CO-3 To familiarise with the concepts of business models and building blocks of canvas.
- CO-4 To analyse and evaluate various business models and their usefulness in emerging scenario.
- CO-5 To enable the student to develop new business models which are suitable to local conditions

UNIT I:Entrepreneur:Evolution, Characteristics, Types, Functions of Entrepreneur - Factors influencing entrepreneurship - Barriers to entrepreneurship - Growth of Entrepreneurship in India -Women entrepreneurship in India - Role ofEntrepreneurship in Economic Development

UNIT II:Financing Of Enterprises: Need for Financial Planning- Sources of finance, Capital Structure, Term-loan, - Sources of Short-Term Finance, Venture capital, Export Finance,- Institutional Finance To Entrepreneurs, - Preparation of Business Plans.

UNIT III:Business Model: Definition – Generating a business model – Nine building blocks of a canvas (Value Propositions; Key Activities; Key Partners; Key Resources; Customer Relationships; Customer Segments; Channels; Cost Structure and Revenue Streams)

UNIT IV:Planning and Execution: Profitability potential of resources (VRISA analysis) – Cost drivers (Industry; Resource; Activity; Position)- Sources of competitive advantage (SevenCs model)– Model for execution (BS2PE framework).

UNIT V:Business Excellence Models: Core values and concepts – Business Excellence frameworks of USA (MBNQA); Europe (EFQM) and CII-EXIM Model of India.

TEXT BOOKS

1. Osterwalder, Alexander and Yves Pigneur; “Business Model Generation”, John Wiley & Sons, New Jersey, 2012.
2. Roy Rajeev,“Entrepreneurship “ Oxford Latest Edition,2008

REFERENCE

1. Anilkumar, S., Poornima, S.C., Abraham, Mini K. and Jayasree, K.(2006), Entrepreneurship Development, New Age International Publishers, New Delhi.

2. Chakraborty, KiranSankar (2006),Entrepreneurship and Small Business Development, Mittal Publications, New Delhi.
3. Hisrich, Robert, Michael Peters, and Dean Shepherd, *Entrepreneurship*. 8th Ed., New York: McGraw-Hill, 2009.
4. Khanka, S.S. (2017), Entrepreneurial Development,5th Ed., New Delhi: S. Chand and Co. Ltd.
5. Thomas W. Zimmerer, (2005) Essentials of Entrepreneurship and small business management, PHI 4th Edition
6. Vasant Desai (2011),Small Scale Industries and Entrepreneurship, 9thEdition Himalaya Publishing House;

20BA216 :LIFE SKILLS LAB (1L + 1P + 1T)

Subject Code :	20GE04	I A Marks	50
No. of Lecture Hours / Week	02	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:By the end of the course, students will be able:

- CO-1 To make the students to understand what is life and the concept of life skills
- CO-2 To make the students to understand the importance personal management and managing the finance and family
- CO-3 To make them aware of the importance of self-awareness, self-confidence and Socially Responsible behaviour
- CO-4 To make them aware of the importance of occupational skills, knowing & exploring occupational possibilities
- CO-5 To make them understand the importance of Coping, Coping Strategies and Moral Development and Social Exclusion

UNIT I:Introduction: Definition of Life Skills – Assumptions about Life Skills – Concept of Skill in Life Skills – Concept of Skill in Life Skills – Primary Goal of Life Skills Program – Life Skills Process Model– Group Development and Group Behaviors.

UNIT II:Personal Management: Managing Personal Finance – Selecting and Managing a Household – Caring for Personal Needs – Raising Children and Meeting Marriage Responsibilities – Buying, Preparing, and Consuming Food – Buying and Caring for Clothing – Exhibiting Responsible Citizenship – Using Recreational Facilities and Leisure Time – Getting Around the Community (Mobility).

UNIT III:Personal-Social Skills: Achieving Self-Awareness – Acquiring Self-Confidence – Achieving Socially Responsible Behavior – Maintaining Good Interpersonal Skills – Achieving Independence, Achieving Problem-Solving Skills – Communicating with Others.

UNIT IV:Occupational Skills: Knowing & Exploring Occupational Possibilities – Selecting and Planning Occupational Choice – Exhibiting Appropriate Work Habits and Behaviors – Seeking, Securing, and Maintaining Employment – Exhibiting Sufficient Physical-Manual Skills – Obtaining a Specific Occupational Skills.

UNIT V:Coping Strategies: Concept of Coping – Types of coping strategies:1) appraisal focused (adaptive Cognitive) 2) problem focused (adaptive behavior) 3) emotion focused Empathy – Fundamentals of Moral Development – Interpersonal Influences on Moral Development – Moral Development and Social Exclusion – Morality and Culture– Morality and Intergroup Attitudes – Moral Emotions.

Practical Components: **1.** Each student will work on personal goals within our Life Skills class. **2.** Each student will respect the different levels of reading/writing competency toward their peers, and work to help others. **3.** Opinions will be respected, honored, listened to, and considered when making decisions that affect the entire class. **4.** Mrs. Faulkner will choose all recipes (excluding Open Labs). **5.** No inappropriate language or illustrations will be used in any of the projects within this Life Skills class.

Reference Text Books:

1. Glencoe, *Applying Life Skills*, McGraw Hill, 2010.
2. Louise A. Liddell and Yvonne S. Gentzler, *Building Life Skills*, Goodheart - Wilcox Publishers, 6th Edition
3. Glencoe, *Managing Life Skills*, McGraw Hill, 2010.
4. Glencoe, *Discovering Life Skills*, McGraw Hill, 2010.
5. Peter Nicholls, *Enjoy Being Proud Of Who You Are: 52 Inspirational Life-Skills Messages for Teenagers*, Kindle Edition.
6. ShipraVaidya, *Developing Entrepreneurial Life Skills: Creating and Strengthening Entrepreneurial Culture in Indian Schools*, Springer Publishers, New Delhi.

20GE05 :INDUSTRY AND BUSINESS DOMAIN ANALYSIS LAB (1L + 1P + 1T)

Subject Code :	20GE05	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:-To help the students understand the dynamics of a specific industry,

- CO-1 To acquaint students with various issues particular to an industry and
- CO-2 To provide a cross-functional perspective of the functioning of a business enterprise and an industry.

UNIT I:Industry Analysis - The Basics: Nature of the Industry, Players in Industry - Nature of Competition from an Economist's Perspective - Market Shares of top 3 & bottom 3 players - Possible Classification of Players into Leaders, Challengers, Followers, - Positioning & Differentiation Strategies of Key Players - Branding Strategies - Pricing Policies, Total Capacity of the Industry and Break up Capacity Amongst key Players Geographical Spread of Plants/Facilities/ Capacities (Domestics as well as Global) Key Factors Affecting Demand - Key Supply side Constraints - Professional Trade Bodies of the Industry **UNIT II:Promoters & Management Ethos:** Background of Promoter Groups of top 3 and Bottom 3 Players in the Industry - Management Ethos and Philosophy - Brief Profiles of CMDs, CEOs, and Key Top Management Personnel with their Career Highlights - Detailed Profile of one Distinguished Top Management Personnel each from any Two Players in the Industry - CSR Policy.

UNIT III:External Environment: Controlling Ministry and / or Regulator if any for the Industry - Regulatory Policies at the State, National and Global Level and their Impact on the industry as a whole with Analysis of Impact on top 3 Players - Key National and Global Issues Affecting the Industry - Key Initiatives by the Government to Promote the Industry - Environmental Issues.

UNIT IV:Financials: Profitability, Revenues, Margins of Top 3 & Bottom 3 Players over the last 3 years and Trends/Changes therein - Sick Players if any and Their Turnaround Strategies, if any - Key Factors Contributing to Costs - Ratio Analysis of Financial Data for last 3 years for Top 5 and Bottom 5 Companies in the Industry.

UNIT V:Recent Developments: Impact of Key Relevant Provisions of the latest Fiscal Policy on the Industry and Various Players therein - Analysis of Key relevant Provisions of Latest Exim Policy in case of Industries that are Focused on Global Markets for Exports or Industries that have significant import Components - Key Alliances in the past 5 years and their Performance & Impact on other Players in the Industry - Mergers & Acquisitions, if any - Technological Developments.**Practical Components:**•1- Students should work in groups of 3 to 5 each under the guidance of a faculty. • Students shall study various aspects of any TWO industries (group of similar business entities) of their choice. 2-Focus shall be the comparative and historical analysis across the players in the industry.

- **3-**Students shall submit a structured detailed report.

Learning Resources:

1 Supplementary Reading Material

- Annual reports of various companies
- Economic Times
- Business Standard
- Business Line
- Business Today
- Business India

2 Websites

- Websites of various companies
- Websites of various ministries of the Government of India
- Websites of various trade bodies
- Websites of stock exchanges

3 Journals

- Journals Economic and Political Weekly

20GE15 :SPREAD SHEET & COMPUTERISED ACCOUNTING PACKAGE (1L + 1P +1T)

Subject Code :	20GE15	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO-1 To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications,
- CO-2 To provide students hands on experience on MS Excel Utilities,
- CO-3 To gain proficiency in creating solutions for Data Management and Reporting,
- CO-4 To provide hands on experience on accounting tally and gain proficiency in creating solutions in financial account and management.
- CO-5 To familiarize Students with basic knowledge about final accounts in tally

UNIT I:Introduction: Understanding Excel's Files, Ribbon and Shortcut - Create a workbook – Enterdatain a Worksheet - Format a Worksheet, Format Numbers in a Worksheet – CreateanExcelTable-Filter Data by Using an AutoFilter, Sort Data by using an AutoFilter-EssentialWorksheet Operations: Using Help (F1), Key Board Shortcuts – WorkingwithCellsandRanges:Formatting Cells, Name Manager - Visualizing Data UsingConditionalFormatting: Apply Conditional Formatting - Printing Your Work: Print a Worksheet , Using Print Preview & Other Utilities -

UNIT II:Lab based Evaluation-1: Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text - Upper, Proper, Lower, Concatenate, Text toColumn-Creating Formulas That Look Up Values: VLookup, HLookup, Match & Index -

UNIT III:Lab based Evaluation-2: Creating Formulas for Financial Applications: Introduction to Formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations - Creating Charts and Graphics: Chart Your Data, Creating Sparkline Graphics, Using Insert Tab Utilities - Using Custom Number Formats: Right Click, Format Cells Window - Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply Data Validation &using Utilities from Data Tab - Analyzing Data with the Analysis Tool Pak: ANOVA, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test.

UNIT IV:Computers and Accounting: Fundamentals of Computerised Accounting - Computerized Accounting Vs Manual Accounting - Features of Tally - Procedure for CreatingaNewCompany-Directory Name / Mailing Name / Address / Groups Creation – EditingandDeletingGroups-Display of Predefined Vouchers - Voucher Creations and

Alteration of Vouchers while or after Entering Transaction - Types of Vouchers - Payment Voucher - Receipt Voucher - Sales Voucher - Purchase Vouchers.

UNIT V: Accounting Tally: Ledger - Groups in Tally - Primary Groups, Sub-groups, Creation of Ledger - process of Creation of Ledger - Balance Sheet at the Gateway of Tally - Method of Showing Trading, Profit and Loss account and Balance Sheet Creation of Inventory Reports - Creation of Stock Categories - Stock Items - Stock Groups.

References:

1. Tally - Accounting software S. Palanivel - Marghan Publications
2. Computer Applications in Business - Dr. Rajkumar

Learning Resources:

- 1 Text Books Excel 2010 Bible [With CDROM] by John Walkenbach, John Wiley & Sons, 2010 Edition
- 2 Reference Books Excel 2007 for Dummies by Greg Harvey New Perspectives on Microsoft Office Excel 2007
- 3 Supplementary www.hrdiap.gov.in/Downloads/04.MS%20Excel.pdf
Reading Material www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf
www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf
www.microagecs.com/apps/training/courseware/excel.pdf
www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf

4 Websites

- <http://office.microsoft.com/en-us/>
<http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx>
<http://office.microsoft.com/en-us/excel/>
<http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx>

20BA311: STRATEGIC MANAGEMENT

Subject Code :	20BA311	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To develop the student's ability to think strategically and understand theoretical framework of Strategic Management.
- CO-2 To analyze the knowledge and abilities in formulating strategies and strategic plans.
- CO-3 To develop the ability to identify and evaluate strategic issues and design appropriate courses of action.
- CO-4 To implement strategic plans that takes into account the functional, behavioral and organizational issues.
- CO-5 To evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

UNIT-I Concept, Definition, Need, Objectives, and Importance of Strategic Management – Types of Strategies – Guidelines for Crafting Strategies – Basic Model of Strategic Management – Stages of Strategic Management – Strategy Formulation, Strategy Execution and strategy Evaluation and Control – Tailoring Strategies to Fit Specific Industry and Company Situations.

UNIT-II Strategic Analysis and Choice – Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile – Value – Chain Approach – Corporate Level Analysis: BCG, GE Nine – Cell Matrix – Industry Level Analysis: Porters' Five Forces – Concept of Strategic Business Units (SBUs).

UNIT-III Resource Allocation – Budgets, Organization Structure, Matching Structure and Strategy, and Behavioural issues – Leadership Style – Corporate culture – Values – Power – Social Responsibilities – Ethics – Functional Issues – Functional Plans and Policies – Michael Porter's Generic Strategies – Stability Strategies-Defensive Strategies.

UNIT-IV Strategy Execution/Implementation – 7S Framework for Understanding Implementation Issues – The concept of Balanced Score Card – Triple Bottom Line Approach – Strategy Control – Purpose of Strategic Control, Strategic Control Process, Budgetary and Operational Control – Strategic Audit.

UNIT-V Expansion and Growth Strategies – Types of Expansion Strategies – Intensification Strategies – Market Penetration, Market Development and Product Development – Diversification Strategies – Vertically Integrated, Concentric and Conglomerate Diversification Strategies Growth Strategies – Mergers, Acquisitions, Joint Ventures, Strategic Alliances, and Collaborative Partnerships.

Practical Component:

- Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:
 - Executive Summary
 - Overview of Business and industry analysis
 - Description of recommended strategy and justification
 - Broad functional objectives and Key Result Areas.

- Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts.
- Analyzing Mission and Vision statements of a few companies and comparing them
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.
- Analyze the news items to understand and write down the company's strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market? Analyze the internal and external factors.
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct SWOT analysis of your institution and validate it by discussing with faculty.
- Conduct SWOT analysis of companies around your campus by talking to them.

References:

- Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, 2010. Tata Mc Grawhill, Pvt. Ltd, New Delhi.
- 2. Fred R David, Strategic Management: Concepts and Cases, Edition 2014, Phi Learning Pvt. Ltd-New Delhi.
- S.P. Rao & V Hari Krishna, Strategic Management Text & Cases, Excel Books.
- Vipin Gupta, Gollakota & Srinivasan, Business Policy and Strategic Management Concepts and Applications, 2nd Edition, 2007, Prentice Hall of India.

20BA312A: INNOVATION MANAGEMENT

Subject Code :	20BA312A	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able to

- CO-1 Appreciate the concepts of Creativity, Invention, Innovation, Lateral Thinking and importance of Innovation Management in present day organizational context.
- CO-2 Be able to know the Critical Success Factors in Innovation Management Cycle.
- CO-3 Understand the different metrics of Innovation that are in practice and also understand the process of diffusion of innovation.
- CO-4 Understand the unique set of qualities of the design thinking problem solving approach and identify how design tools like visualization and right-brain thinking are used in design thinking.
- CO-5 Understand the premises for building innovation culture with in organizations and establish linkages with external eco system.

UNIT – I Fundamentals of Innovation : Concepts of Invention, Innovation, Creativity, Lateral Thinking; Drivers of Innovation – Characteristics of Innovation – Types of Innovation – Sources of Innovation; Designing the Process of Innovation – National Level, Enterprise Level, Individual Level - Stages of Innovation Process - Managing Innovation Process – Innovation Funnel; Innovation Process Models – Linear Innovation Process Model, Flexible Innovation Process Model; Innovation and Competitive Advantage – Innovation Strategy;

UNIT – II Innovation and Entrepreneurship : Relationship between Innovation and Entrepreneurship – Identifying, Evaluating, and Moving Innovative Ideas, Support Systems for Entrepreneurial Innovations – Protection of Entrepreneurial Rents – Start-up Eco System in India – Definition of Start-up – Eco System – Start-ups, Mentors, Investors, Incubators, Accelerators, Government Bodies, International Agencies, Benefits of start-ups; Managing Intellectual Property – Patents, Copyrights, and Trademarks – Intellectual Ventures, Issues, and Challenges.

UNIT – III Innovation Metrics : The Arthur D. Little Innovation Metrics Framework – Steps in developing an Innovation Metrics Suite; *Innovation Measurement* – Indicators of Innovative Performance – Input measures, Process measures, and Output measures; *Innovation Indices* – Brief overview of Global Innovation Index (GII), Bloomberg Innovation Index, *Assessing Innovation Impact* – Innovation Diffusion – Innovation Diffusion Process – Diffusion of Innovations Theories and Models.

UNIT – IV Design Thinking: Introduction to Design Thinking, Concept, Purpose, Process, Principles, Stages of Design Thinking, Benefits of Design Thinking, Design Thinking and Innovation, Applications of Design Thinking -Innovation in Social Sector.

UNIT –V Learning Organizations: Definition of a Learning Organization (LO), Need for building Learning organisation, Benefits of Learning organisation; Peter Senge’s Concept of LO – Five Disciplines of LO – Learning Disabilities – The eleven laws of The Fifth Discipline – Challenges in transformation to Learning Organisation – Corporate Transformation **Practical Component:** Present Innovation Management Plan for a medium size organization in your locality. Discuss about Business Model Innovation through corporate examples such as Apple, DELL, 3M, Rolls Royce, etc. **3-**List out how innovation can add value from small contributions throughout the organization. **4-**Identify five innovative practices adopted in Government Sector. **5-**Identify five innovation practices that are implemented successfully in rural context.

References:

1. Joe Tidd and John Besant, *Managing Innovation: Integrating Technological, 5th Edition*, Wiley 2013, Market and Organizational Change,
2. Edward de Bono, *Lateral Thinking : Creativity Step by Step*, 1970, Harper & Row
3. Paul Trott, *Innovation Management, and New Product Development*, 5th edition, FT Prentice Hall.
4. Peter M.Senge, *The Fifth Discipline – The Arts & Practice of The Learning Organization*, 1990, Random House.
5. Joseph Tidd and John Besant, *Strategic Innovation Management*, Wiley 2014.
6. Tim Brown-“Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation” Published by Harper Business, First Edition, September 2009
7. ShlomoMaital and D V R Seshadri, *Innovation Management: Strategies, Concepts and Tools for Growth and Profit*, Response Books.
8. C Christensen, *The Innovator’s Dilemma*, Harvard Business School.
9. Peter F. Drucker, *Innovation and Entrepreneurship: Practice and Principles*, Harper Collins.

20BA314: OPERATIONS RESEARCH (4L + 1T + 1P)

Subject Code :	20BA314	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives:

- CO-1 To provide students with knowledge of formulating mathematical model for quantitative analysis of managerial problems in industry.
- CO-2 To impart skills in the use of network models in solving real problems in industry and business.
- CO-3 To develop the ability to identify transportation and assignment models in solving real business problems.
- CO-4 To understand the significance of game theory and decision theory models for facilitates the managerial decision-making.
- CO-5 To enable the students understand the queuing and simulation concepts that yield a competitive advantage through operational excellence.

UNIT I: Operations Research and Linear Programming Problem: Introduction, Uses, Scope, and Applications of Operation Research in Managerial Decision-making - O.R. Models - Formulation of Models - Using Models for Problem Solving-Techniques of Operations Research - Limitations of Operations Research – Linear Programming: Mathematical Formulations of LP Models for Product-mix Problems-Graphical Method-Simplex Method and its Applications. (CO1)

UNIT II: Duality and Network Techniques: Duality in Linear Programming - Technical Issues in Simplex Method - Project Management - Network Models: PERT, and CPM and its Applications. (CO2)

UNIT III: Transportation & Assignment Problem: Transportation-Introduction - Methods for Finding Initial Solution - Optimum Solution-MODI Method - Assignment Problem- Introduction- Hungarian Method. (CO3)

UNIT IV: Game Theory & Decision Theory: - Introduction - Two Person Zero sum games - Pure and Mixed Strategies - Dominance Principles - Graphical method - Decision Theory and its Applications. (CO4)

UNIT V: Queuing Theory & Simulation: Queuing model (M / M / I ONLY): Components, Basic Structure, and Assumptions - waiting line Decision Problem - Simulation: Types, Random variable, Monte-Carlo Technique. (CO5)

REFERENCE BOOKS:

1. S.D.Sharma., Operation Research Theory, Methods & Applications, 17th Revised Edition,(2014) KedarNathRamnath, New Delhi.
2. Kantiswarup, P.K.Gupta and Manmohan, Operations Research, 15th Edition (2010) Sultan Chand & Sons New Delhi.
3. Kapoor, V.K., Operation Research Techniques for Management, 4th Edition, (2001), Sultan Chand & Sons, New Delhi.
4. Sharma, J. K., Operation Research - Theory and Applications, 5th Edition (2013) MacMillan.
5. R. Paneerselvam, Operation Research – 2nd Edition,(2009) PHI learning private ltd.,

20BA321: CONSUMER BEHAVIOR AND MARKETING RESEARCH

Subject Code :	20BA321	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To understand the concept of consumer behavior, decision making by consumers, behavior variables and influences on consumer behavior.
- CO-2 To comprehend the social and cultural dimensions of consumer behavior, factors impacting attitudes and behavior.
- CO-3 To arm the budding marketers with an insight of the psychological and behavioral concepts of consumers thus enabling them to achieve their objectives and excel.
- CO-4 To provide an understanding of the basics of marketing research and to build a research vocabulary, key terms and ideas.
- CO-5 To provide a balance of the theoretical and practical aspects of marketing research and encourage the students to take up analytical and critical thinking through research.

UNIT-I Consumer Behavior – Concept, Definition, Scope and Importance and Interdisciplinary – Consumer Environment – Consumer Analysis Framework – Consumer Behavior and Consumer Research – Application of Consumer Behavior and Knowledge in Marketing – **Profile of the Indian Consumer and Understanding their Needs.**

UNIT-II Individual Determinants of CB – Perception – Thresholds of Perception, Subliminal Perception, and Perceptual Process dynamics – Personality – Nature, Theories, self-concept, psychographic and life style – Attitude: Structural Model of Attitude, Attitude formation & Change – Learning – Concept, Definition, **Learning Theories and their Applications** – **Group Determinants of CB** – **Reference Group Influence** – **Types of Consumer Relevant Groups, Factors Affecting Group Influence. Environmental Influences on CB** – **Social Class, Life Style, and Profile of Social Class.**

UNIT-III Consumer Decision Making Process – Routinized Response, Limited and Extensive Problem Solving Behavior – Models of CB – Nicosia, Howard & Sheth, Engel- Kollat – **Diffusion of Innovation** – **Elements, Decisions, Adoption Categories and Process.**

UNIT-IV Marketing Research – Meaning, Nature, Significance – Marketing Research as an element of marketing information system – Marketing Intelligence approaches – **Marketing Research during Different Phases** – Interaction between Management & Marketing Research – **Management uses of Marketing Research– Marketing Research Process**

UNIT-V Applications of Marketing Research – Product Research, Advertising Research, Copy Testing, Test Marketing, Sales & Marketing effectiveness, Cool hunting, and Commercial Eye Tracking – **Marketing research in India – Ethical Issues Involved in Marketing Research.**

Practical Components:

- Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
- Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.
- Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?

- Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?
- Choose 5 successful products or services and identify the insight behind them through a field survey.
- Do a comprehensive essay on the difference between consumer vs. trade vs. Competition insights & how best to exploit them.
- Take 5 recent digital innovations e.g. twitter or face book and identify the insights.
- Locate 5 non-users of search or mail and Interview their reasons.
- Choose 5 recent successful campaigns and identify their insights through consumer interviews. Present your findings to the class
- Choose 3 successful movies e.g. Dabang & Zindaginamilegi & My name is Khan---and interview consumers about the reasons for their success. Similarly repeat this with 3 recent expensive flop movies and Present your findings to the class

References:

1. Hawkins, Best, Coney., *Consumer Behavior Building Marketing Strategy*, 9th Edition ,Tata McGraw Hill, 2003.
2. Leen G. Schiffman and L.H.Kanuk., *Consumer Behavior*, 12th Edition, Pearson Education, 2018.
3. Henry Assael., *Consumer Behavior*, 5th Edition, Willey India, New Delhi, 2000.
4. NareshMalhotra ., *Marketing Research*, 7th Edition, Pearson, 2007.
5. Gilbert A. Churchill, Jr and Down Iacobucci ., *Marketing Research Methodological Foundation*, 11th Edition, Cengage, 2015.
6. Donald S Tull and Del I Hawkins., *Marketing Research Measurement and Methods*, 6th Edition, McGraw Hill publishers, 1976.

20BA322: PRODUCT AND BRAND MANAGEMENT

Subject Code :	20BA322	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To explain the importance of product concept and to bridge the gap between theory and practice.
- CO-2 To explain the importance of product and brand development that are of immediate and practical importance to a product manager.
- CO-3 To explain the worth of the brand and the birth of the brand from its nascent stage to the end of its journey.
- CO-4 To explain the efficient management of brands and looking it as brands rather than products.
- CO-5 To explain the framework and the main factors determining success of a brand in the market and introduces techniques and tools necessary for management of brands, such as: development of vision for the brand, identify the correct market niche.

UNIT-I

Product – Concepts – Product Levels – Product Hierarchy and Product Classification – Product Life Cycle – Portfolio Management – **Market Potential – New Product – Planning – Development Strategies and Launching Strategies.**

UNIT-II

Product Mix – A Strategic Choice – Product Mix Decisions – Product Line Decision – Concept of Product Positioning – **Elements of Positioning – Positioning Methods** – Communicating the Positioning Strategy and Developing Positioning Strategy – Product Research – Importance – Tools and Analysis.

UNIT-III

Brand – Meaning – Definition – Evolution of Brands – Different Types of Brands – Functions of Brand to Consumer – **Role of Brand – Advantages of Brand – Product Vs Brand** – Brand Life Cycle – Creation of Brands – Branding Decisions – Strategic Brand Management Process – Concept of Brand Equity – Customer Based Brand Equity

UNIT-IV

Branding Strategies – Multiple Branding – Brand Extension – Co-branding Strategies – Brand Personality – **Brand Image Building – Brand Repositioning – Brand Leveraging** – Branding Impact on Buyers and Competitors – Methods for Measuring Brand Equity – Measuring Brand Performance – Brand Audit.

UNIT-V

Brand Rejuvenation – Brand Re-launch – Brand Development through Acquisition – Take over and Merger – **Brand Licensing and Franchising – Role of Packaging and Labelling** – Brand Success Strategies – Brand Loyalty Programs – Building Global Brands – Brand Failures.

Practical Component:

- Students can choose any consumer durable products or FMCGs and identify their elements of positioning.
- Students can do a mini project on product mix decisions of FMCG/Consumer durables/automobile companies in India.

- Students can discuss about PLCS of any consumer durable or FMCG product
- Students can go to a supermarket and find the brand elements in various brands of soaps, mobiles, consumer durables and other products
- Students can pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions? Consider some groups like Tata's , Birla's, Infosys etc – what is their branding strategy
- Students are supposed to assess the product life cycle and appraise alternative approaches to luxury brand management.
- Students can select any two popular brands, identify, and examine the criteria for success in the luxury brand industry.
- Students form brand management teams and conduct a brand audit. Every team must study a different brand, and brands are assigned as fairly as possible.

References:

1. Kapferer, Jean-Noel . (1994). *Strategic brand Management*. New York, US: The Free Press.
2. Kevin Lane Keller, K. (2013). *Strategic brand Management* (4th ed.). Harlow, United Kingdom: Pearson Education.
3. Ramesh Kumar, S. (2003). *Managing Indian Brands* (2nd ed.). New Delhi, India: Vikas publishing House (P) Ltd.
4. Rosenbaum-Elliott , R., Percy , Larry , & Pervan, S. (2011). *Strategic Brand Management* (2nd ed.). Oxford, United Kingdom: OUP.
5. Temporal, P. (2001). *Branding in Asia: The Creation, Development, and Management of Asian Brands for the Global Market*. New York, US: John Wiley & sons (P) Ltd.

20BA323: SERVICES MARKETING

Subject Code :	20BA323	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
- CO-2 To understand the expectations of customers and know how to translate this knowledge into genuine value for customers.
- CO-3 To interpret service behavior and service consumption in the light of service-dominant marketing logic and articulate the outcome to service marketing management.
- CO-4 To provide an idea about service quality and its position in a service marketing strategy.
- CO-5 To apply new approaches to managing customer satisfaction and loyalty and managing service failure and recovery, handling customer complaints and customer relationship marketing.

UNIT-I

Introduction – Meaning, Nature, Scope, Characteristics, Classification and Growing Significance of Services Marketing – Difference between Goods and Service in Marketing – Environment of Service Marketing (Micro as well as Macro) – Concept of Service Marketing Triangle and its Implications – The Service Marketing Mix Framework – Myths about Services Marketing – Recent Trends & Opportunities in Services Marketing.

UNIT-II

Consumer Behavior in Services – Search, Experience and Credence Property, Customer Expectation of Services, Two levels of Expectation, Zone of Tolerance, Factors influencing Customer Expectation of Services, The Three – Stage Model of Consumer Behavior Applied to Services – Customer Perception of Services: Factors influencing Customer Perception of Service, and Strategies for Influencing Customer Perception – Market Segmentation and Positioning Services in Competitive Markets.

UNIT-III

Services Marketing Mix – Product – Service Continuum, product Differentiation and Product Levels, and Service Life Cycle – Pricing of Services and Revenue Management – Pricing Concepts, Pricing Strategies for Services – Communications Mix for Services – Service Distribution: Components of Service Delivery System, and Distribution Strategies for Services – Role of Employees and Consumers in Services – Integrated Communication and Service Branding – Concept of Service Encounter – Moment of Truth – Concept of Services cues and Physical Evidence – Concept of Process – Types of Process – Role of Process in Various Services – Customer Role in Service Process – Developing and Managing Service Processes.

UNIT-IV

Customer Satisfaction & Service Quality Management – Concept of Customer Satisfaction, Determinants of Customer Satisfaction, Monitoring, and Measuring Customer Satisfaction – Service Quality Models – Parsuraman – Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Greenrooms Model – Technology & Service Strategy: Applying Technology to Service Settings, e-services.

UNIT-V

Relationships, Complaining & Service Recovery – Building and Managing Customer Relationships – Human Service Interfaces – Services Marketing Effectiveness – Service Deficiencies – Service Failure, and Recovery Services Strategies – Service Innovation and Design – Cost – Effective Service Excellence – Customer Profitability and Lifetime Value – Managing Customer Loyalty – Churn Diagnostic and Customer Retention – Service Audit.

Case Study (Not Exceeding 300 words)

Practical Component:

- Ask students to choose a service industry of their choice at the beginning of the semester.
- Ask them to do an in-depth study of the industry and give a presentation at the end of the every Module relating to the concepts of that Module to the industry
- Students can prepare service blueprints for any service of their choice
- Students can do a role play on service recovery
- Identify any existing services. Locate loopholes in their design and suggest modifications

References:

1. Lovelock. Christopher H., Services Marketing, Pearson Education, New Delhi.
2. Valeri Zeithmal and Mary Jo Bunter, Services Marketing, Tata McGraw Hill, New Delhi.
3. Ravi Shankar, Services Marketing, Excel Books, New Delhi.
4. K. Ram Mohan Rao, Services marketing, Pearson Education, New Delhi.
5. Newton M P Payne, A., The Essence of Services Marketing, New Delhi, Prentice Hall of India.
6. Apte, Services Marketing, Oxford University Press.
7. Christian Gronrose, Services Management and Marketing, Maxwell Macmillan.
8. Kenneth E.Clow & David L.Kurtz, Servies Marketing, Wiley India, New Delhi

20BA324: INTERGRATED MARKETING COMMUNICATION

Subject Code :	20BA324	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To provide an overview of the range of tools available for Marketing Communications
- CO-2 To provide an understanding of the basic principles of planning and execution in Marketing Communications
- CO-3 To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and sales promotion program.
- CO-4 To sensitize students to the various facets of advertising, public relation and promotion management.
- CO-5 To develop a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations.

UNIT-I

Introduction of IMC – IMC – IMC components – the foundation, advertising tools, promotional tools, integrated tools – refining the IMC program – The Value of IMC plans – information technology – Changes in channel power – increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising – The role of IMC.

UNIT-II

Public Relations – Publicity and Corporate Advertising – Public Relations Publicity and Corporate advertising – Public Relations functions – Creating positive image building activities – Preventing or reducing image damage – sponsorship and event marketing – Role of internet in PR.

UNIT-III

Sales Promotion – The scope and role of sales promotion – Consumer oriented sales promotion – Trade oriented sales promotion – Coordinating sales promotion and advertising – Sales promotion abuse – Personal selling.

UNIT-IV

Advertising – Overview of advertising management – Advertising and IMC process – Choosing an advertising agency – Advertising planning and research – Advertising goals – building brand images, providing information, persuasion, supporting marketing efforts, encouraging action – Advertising budget; Media Selection – The Creative Brief – objective, target audience, message theme, support, constraints – Advertising design – Advertising media selection.

UNIT-V

Evaluation Monitoring and Control – Measuring the effectiveness of promotional program – Conducting research to measure advertising effectiveness – Testing process – Establishing the program for measuring the advertising effects – Measuring the effectiveness of other program elements.

Practical Components:

- Student should identify the role and components of IMC in selected companies.
- Identify the various functions like public relations, sales promotions of top 10 companies.
- Do a campaign relating advertising design, media selection, advertising budget and suggest the supporting marketing efforts of top 3 companies.
- Project the strengths and weaknesses of top and bottom 5 companies.

References:

1. Integrated Advertising, Promotion and Marketing Communication by Clow, Kenneth & Black, Donald, Pearson Education, New Delhi.
2. Advertising and Promotion by Belch, George and Belch, Michael, Tata McGraw Hill, New Delhi.
3. Advertising Management by Jethwaney, Jaishree and Jain, Shruti, Oxford University Press, New Delhi.
4. Advertising and Promotions, Semenik Allen, Cengage Learning
5. Advertising and Promotion, SHH Kazmi, Satish Batra, Excel Books
6. Advertising and Promotions, Shah, D'Souza, Tata McGraw Hill

20BA 331: HUMAN RESOURCE PLANNING

Subject Code :	20BA331	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

CO-1 To analyze the essential elements of human resources planning (HRP) processes in organizations.

CO-2 To examine the methods used in forecasting human resources and their relative implications.

CO-3 To understand the concept of talent development and importance of talent engagement in the organization;

CO-4 To develop conceptual as well as practical understanding of career management.

CO-5 To familiarize the students with the information system, accounting, and audit system required for managing HR functions.

UNIT-I Human Resource Planning – Concept – Importance – Objectives – Types of HR Plan – Factors Affecting Human Resource Planning – Need for Human Resource Planning – Dimensions of Human Resource Planning – Five Steps in Human Resource Planning – Importance of Human Resource Planning – Obstacles in Human Resource Planning – Approaches to Human Resource Planning (Social Demand Approach – Rate of Return Approach and Manpower Requirement Approach).

UNIT-II Human Resource Forecasting and Developing HR Planning Process – Necessity for Forecasting – Steps in Forecasting – Demand and Supply Forecasting – Demand Forecasting Techniques – Forecasting Accuracy – Benefits of Forecasting – Methods of Demand Forecasting and Supply Forecasting at Micro Level – Macro Level and National Level – Managing Surplus and Shortages – Evaluating human resource planning Effectiveness – Developing a HR Plan: Qualitative Side of HR Planning – Behavioural Event Interviewing – Standard Interviews – Competency Mapping (Skill Inventory) – Problems in HR Planning – Sample HR Plan

UNIT-III Talent Development and Engagement – Policies and Approaches – Organizational Training – Role of Training Managers in Talent Development – Talent Engagement and Fully Engaged Talent – Importance of Talent Engagement – Driving Factors of Talent Engagement – Engagement Levels – Talent Engagement Model – Process for Improving Talent Engagement. – Talent Engagement vs. Performance and Retention – Talent Engagement – Entrepreneurship – Intrapreneurship

UNIT-IV Career Management – Introduction – Career management process – Career dynamics – Career management policies – Career planning process – Tips for successful career planning – Talent management – Succession planning.

UNIT-V Human Resource Accounting – Introduction – Definition of Human Resource Accounting – Need – Significance – Objectives for HRA – Advantages of HRA – Methods of HRA – Objections to HRA – Controlling Manpower Costs – True Costs of Planning and Recruitment – Human Resource Accounting in India – Human Resource Information System – Emerging Trends and Issues in Human Resource Planning – Manpower Planning in 21 century – Impact of Globalization on Manpower Planning policies and practices. **Practical Component:** Ask students to study HR Planning policies and practices of any three product and service oriented organizations.

- Ask students to prepare a blue print of HR forecasting and developing HR Plan.
- Ask students to present innovation HR planning practices adopted by Indian and Western business organizations.

References:

1. James W. Walker – Human Resource Planning – 1st edition 1980, McGraw-Hill, New Delhi.
2. Cascio. – Managing Human Resources – 10th edition 2016, McGraw-Hill New Delhi.
3. Mirza S Saiyadain&TriptiPande Desai – Emerging Issues in Human Resource Management – 2007, Excel Books.
4. Noe & Raymond. – Fundamentals of Human Resources – 6th edition 2015, McGraw-Hill.
5. Gary Dessler & Biju vakkey, Human Resource Management, 12th edition 2011, Pearson.

20BA332: INDUSTRIAL RELATIONS AND EMPLOYMENT LAWS

Subject Code :	20BA332	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

CO-1 To familiarize the student with the concepts of industrial relations, industrial disputes and trade unions.

CO-2 To provide an insight in the basic features of collective bargaining and workers participation in management.

CO-3 To impart knowledge on role of judiciary and its impact on industrial relations.

CO-4 To provide conceptual understanding about factories act and industrial disputes act.

CO-5 To develop an understanding of various labour laws related to wages and social security.

UNIT-I Industrial Relations – Definition – Nature – Scope – Determinants – and Significance of IR – Factors Influencing IR in Changing Environment – IR Approaches – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations – Trade Union – Functions of Trade Union – Types & Structure of Trade Union.

UNIT-II Collective Bargaining – Meaning – Characteristics – Need – Importance – Essential Conditions for Success of Collective Bargaining – Process of Collective Bargaining – Causes for Failure of Collective Bargaining – Workers Participation in Management – Concept – Pre-Requisites – Levels of Participation – and Benefits of Participation.

UNIT-III Salient Features of Labour Legislations – I: The Factories Act – 1948 – Industrial Disputes Act – 1947 – and Trade Unions Act – 1926

UNIT-IV Salient Features of Labour Legislations – II: Workmen’s Compensation Act – 1923 – Employees’ State Insurance Act – 1948 – Industrial Employment (Standing Orders) Act 1946

UNIT-V Salient Features of Labour Legislations – III: Payment of Wages Act – 1936 – Minimum Wages Act 1948 and Payment of Bonus Act – 1965.

Case Study (Not Exceeding 300 words)

Practical Component:

1. Students are asked to identify the problems in implementing the employment laws.
2. Students are asked to prepare an effective mechanism for implementing the labor laws in business organizations.

References:

1. .Amar deep Kaur, Industrial Relations.2nd Ed, 2010, Kalyani Publishers, New Delhi
2. C.B. Mamoria and Gankar, Dynamics of Industrial Relations 3rd Ed, 2013,– Himalaya Publishing House, Mumbai
3. PL Malik, Hand Book of Labour and Industrial Law, 12th Ed, 2009, Eastern Book Company .Luck now.
4. Srivastava SC Industrial Relations and Labour Laws,5th Ed,2009,Vikas Publishing House Pvt Ltd, New Delhi.

20BA333: PERFORMANCE AND REWARD MANAGEMENT

Subject Code :	20BA333	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To understanding how performance management systems can be effectively utilized to raise the performance of individuals and teams.
- CO-2 To understand about the effective process of performance appraisal in quality oriented organizations through the pedagogy of case studies and practical experiences.
- CO-3 To enhance their skills in setting clear expectations and objectively measuring individual performance using objectives and competencies as key measures.
- CO-4 To analyze human resource policy – procedure and practice as it relates to the management of employee performance – compensation and rewards.
- CO-5 To apply knowledge in reward management from job analysis – classification – pay structures – performance pay and benefits.

UNIT-I

Performance Management – Concept and Objectives – Prerequisites – Principles – and Characteristics of an Ideal PM Systems – Dimensions of Performance Management – Factors Affecting Performance Management – Pitfalls of Poorly Implemented PM systems – Performance Management Process – Performance Management and Strategic Planning Performance Management and Performance Appraisal Concept.

UNIT- II

Performance Appraisal System – Concept – Defining Performance – Determinants of Performance – Performance Dimensions – Approaches to Measuring Performance – Diagnosing the Causes of Poor Performance – Differentiating Task from Contextual Performance – Choosing a Performance Measurement Approach: Traditional Methods and Modern Methods – Measuring Results and Behaviours – Gathering Performance Information – and Implementing Performance Management System.

UNIT- III

Performance Management and Employee Development Plan – Components and Process of Personal Development Plans – HR Score Card – Performance Reviews – Conducting performance review meetings – Mentoring – Coaching – Role Efficacy – Performance Consulting – Concept – the Need for Performance Consulting – Designing and Using Performance Relationship Maps – Contracting for Performance Consulting services – Organizing Performance Improvement Department.

UNIT- IV

Performance Management & Reward Systems – Performance Linked Remuneration System – Performance Linked Career Planning & Promotion Policy – Reward Management: Objectives and Criteria – Statutory Provisions Governing Different Components of Reward Systems – Competitiveness and Equity – Designing Compensation – Wage Levels and wage Structures – Determining Individual Pay – Executive Compensation Systems in Multinational Companies and IT companies.

UNIT -V

Performance pay – Incentives – Individual – Group – Short-term and Long-term - Compensation of Special Groups – Supervisors – Executives – Directors – Sales Force – Technical Professional – and Women Executives – Fringe Benefits – Retirement Benefits including VRS / Golden Handshake Schemes.

Case Study (Not Exceeding 300 words)

Practical Component:

- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive – A General Manager and The CEO of an organization.
- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Solve various case studies.
- Students must compare and analyze compensation practices in different countries.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in a automobile manufacturing organization.

References :

1. TV Rao – Performance Management and Appraisal Systems – Sage Response Books
2. G.K.Suri. – Performance Measurement and Management – Excel Publications
3. Michael Armstrong – Employee Reward – Universities Press (India) Ltd.
4. D.K.Srivastava – Strategies for Performance Management – Excel Publications.
5. R.K. Sahu – Performance Management System – Excel Publications.
6. Chadha – Performance Management – MacMillan.
7. Michael Armstrong – Performance Management – Kogan Page India Ltd.
8. Boyett – J.H and Conn – H.P. – Maximizing Performance Management – Glenbrdige Publishing
Oxford
9. Dipak kumar Bhatta charya – Compensation Management – Oxford.
10. Pareek – U. – Managing Transitions: The HRD Response – TMH.

20BA334: ORGANIZATION DEVELOPMENT AND CHANGE

Subject Code :	20BA334	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively.
- CO-2 To understand the various components and constraints involved in Change management
- CO-3 To give the knowledge of various tools & techniques for Organization Development to students
- CO-4 To understand different OD interventions and help students explore the different approaches and techniques involved in OD.
- CO-5 To acquaint the knowledge in the concept of organizational change.

UNIT-I

Introduction to organizational Development – Definition – growth and relevance – history and evolution, Theories of planned change – general model of planned change – different types of planned change and critique of planned change, OD practitioner role – competencies and professional ethics

UNIT-II

OD process – Initiating OD relationship – contracting and diagnosing the problem – Diagnosing models – open systems – individual level – group level and organizational level diagnosis collection and analysis for diagnostic information – feeding back the diagnosed information.

UNIT-III

Designing OD interventions – Human process interventions:- coaching – training and development – process consultation – third part intervention – and team building. Organization confrontation meeting – intergroup relations intervention – and large group intervention – work design – Socio technical systems approach.

UNIT-IV

HR and Strategic interventions – HRM interventions – performance management – goal setting – performance coaching – appraising and rewarding – Career planning – workforce diversity interventions – wellness and work-life balance – Strategic interventions: Competitive strategies – collaborative strategies – organizational transformation – culture change – self designing organizations – learning and knowledge management.

UNIT-V

Organizational Change – Introduction – Nature of Change – Internal & External Changes – Types of Change – Models of Change- Lewis's Force Field – Systems Model – Action Research Model

– Organizational Vision and Strategic Planning; Resistance to Change- Reasons for the Resistance – Overcoming Resistance for the Change – Change and Person and Manager – Systematic Approach to Making Change- Factors for Effective Change – Skills of Leaders in Change Management – Designing the Change.

Case Study (Not Exceeding 300 words)

Practical Component:

- Group activity-Identify the need for OD intervention for your college and call the director/ principal of your college to the classroom to explore the possibility for OD intervention.
- Presentation by students: Identify and explore the possibility for OD intervention in your college level – group level and individual level.
- Hold a debate in the classroom about downsizing the workforce.
- Organization change questionnaire data collection and analyzation
- Group Presentation: Health care – FOO – Education – PSU – Retail – Manufacturing Industries
- Design a role play event for students – so that they will play it out to mobilize support for a change implementation programme.
- Students are expected to study the changes that have taken place in various industries over a period of ten years and submit a report.

References :

- a. Palmer – I. – Dunford – R. – & Akin – G. (2009). Managing organizational change (2nd Ed.) – McGraw-Hill: Irwin – NY. ISBN: 978-0-07-340499-8.
- b. Kotter – J. and Cohen – D. (2002).The Heart of Change : Real-Life Stories of How People Change Their Organizations. Boston: Harvard Business School Press. ISBN: 1578512549 or 9781578512546.

20BA341: FINANCIAL INSTITUTIONS & MARKETS

Subject Code :	20BA341	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO-1 To familiarize with the Indian financial system through knowing the types of various financial institutions, instruments and financial markets.
- CO-2 To understand the various constituents of capital markets, functioning of capital markets and regulatory mechanisms associated with capital markets.
- CO-3 To understand the various types of Financial Services and to appreciate the role of financial services in economic development.
- CO-4 To understand the various types of Non-Banking Financial Companies (NBFCs) and to appreciate the role of financial services in economic development.
- CO-5 To know various legislations relating with financial sector and the recommendations of various committees suggesting financial reforms.

UNIT-I Financial System – An Overview of Indian Financial System – Constituents of Indian Financial System – **Role and Functions of Participants in the Financial Markets** – **Factors Impacting the dynamics of Financial System** (Theory).

Unit - II Financial Institutions – Indian Banking System – An Overview – Recent Developments – Banking Institutions – **Classification of Banks** – **Role of Reserve Bank of India** – **NABARD; Regulatory issues of banking institutions** – Non-Banking Financial Institutions – Role of NBFCs in economic development – Types of NBFCs – Regulatory framework of NBFCs. (Theory)

UNIT-III International Financial Institutions – Overview of Global Financial Institutions – **Role of International Bank for Reconstruction and Development (IBRD)** – **International Monetary Fund (IMF)** – Asian Development Bank (ADB) – European Central Bank (ECB) – Bank for International Settlements (BIS) – New Development Bank (NDB) formerly referred to as the BRICS Development Bank.(Theory)

UNIT-IV Financial Markets – I – Capital Market – Evolution and development of Capital Market – Future Trends – Components of Capital Markets – Primary Market and Secondary Market – **Equity and Debt – Domestic Institutions and foreign Institutions** – **Role of Stock Exchanges** – **Depositories** – **Regulatory Framework** – Role of SEBI – RBI – Ministry of Finance and IRDA.(Theory)

UNIT - V Financial Markets – II – Introductory Concepts: Money Market – Importance – **Composition and Constituents** – **Instruments of Money Markets** – **Commodity Markets** – **Structure** – **Operations** – **Trends** – Derivatives Market – Structure – Operations – Trends; Foreign Exchange Market – Structure – Operations – Trends.(Theory)

Practical Component:

- Students are asked to examine the financial system in any two product and service oriented companies and present brief report on the same in seminar periods.
- The class will be divided into small groups (consisting of 6 students). The groups are to discuss and present their views on variety of financial instruments used in corporate sector.
- Students are asked to identify any three financial markets and financial intermediaries in their region/locality; compare and contrast the role of and functions of organized financial markets and financial intermediaries.

Reference Books:

1. Avadhani V A – “Marketing of Financial Services” 3rd revised edition 2019– Himalaya Publishing House – Mumbai.
2. Bharti V Pathk– “The Indian Financial System”3rd edition 2010 – Pearson Education – New Delhi.
3. L M Bhole and Jithendra Mahakud– “Financial Institution and Markets”5th edition 2009 – TMH – New Delhi.
4. Dr R. Shanmugham - Financial Services 2nd edition 2017 - Wiley.
5. Shashi K. Gupta, Nisha Aggarwal, Neeti Gupta - Financial Institution and Markets 3rd edition,2015 Kalyani Publishers

20BA342: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code :	20BA342	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

By the end of the course, students will be able to

- CO-1 Understand the various forms of investment, security Markets and other concepts
- CO-2 Understand risks associated with investment
- CO-3 Measure risk and return of different security instruments and portfolio
- CO-4 Analyze the fundamental strength of stocks and predict the price trends of securities using technical analysis and valuation of stocks and fixed income securities
- CO-5 Evaluate the performance of portfolio.

UNIT-I Investment – Meaning, Characteristics, Objectives of Investment, Investment Vs. Speculation and Gambling, Types of Investors – Investment Avenues – Traditional and Modern – Risk – Meaning, Elements of risk, Systematic and Unsystematic Risk – Capital Allocation Between Risky & Risk Free Assets – Measurement of Risk – S.D, Variance, Correlation, Regression and Beta coefficients – Risk Returns Trade-off.

UNIT-II Valuation of Shares and Bonds – Concept of Present Value – Share Valuation Model – Constant Growth Model, Multiple Growth Model – Discount Rate – Multiplier Approach to Share Valuation – Regression Analysis – Bond Valuation – Bond Returns – Bond Prices – Bond Pricing Theorems – Bond Risks and Bond Duration.

UNIT-III Fundamental Analysis & Technical Analysis of Equity Stock – Economic – Industry and Company Analysis Framework – Economic Forecasting Techniques – Technical Analysis – Basic Principles and Assumption of Technical Analysis – Chart Patterns, and Technical Indicators – Dow Theory – Elliot Wave theory – ROC – RSI – MACD – Moving Average Analysis, and Japanese Candlesticks.

UNIT-IV Portfolio and Management – Random walk Theory – Efficient Market Hypothesis, and Forms of Market Efficiency – Portfolio Management – Process of Portfolio Management – Portfolio Analysis – Portfolio Risk and Return Calculation – Diversification of Risk – Portfolio Selection – Feasible Set of Portfolio – Efficient Frontier – Utility Analysis -- Selection of Optimal portfolio using Markowitz and Sharpe Single Index model.

UNIT-V Capital Market Theory – CAPM – Capital Market Line - Security Market Line – Arbitrage Pricing Theory – Methods of Portfolio Performance Evaluation – Sharpe, Traynor, and Jensen – Measures Portfolio Revision – Need for Revision – Revision Strategies – Formula Plans.

Practical Component:

- Developing a table representing the returns of each fixed income securities for the current year.
- Calculation of risk return of few securities based on market prices.
- Identify market / security price trends using technical analysis.
- Calculation of portfolio return and risk with two or more securities.

References:

1. Reilly and Brown, Investment Analysis & Portfolio Mgmt, Thomson Learning.
2. Fisher and Jordan, Security Analysis & Portfolio Management, Pearson, PHI.
3. David G.Luenberger, Investment science, Oxford.
4. Alexander, Sharpe, Bailey, Fundamentals of Investment - Pearson / PHI.

5. Barua, Verma and Raghunathan, Portfolio Management, TMH.
6. S. Kevin, Portfolio Management, Prentice Hall India.
7. Ranganathan&Madhumathi, Investment Analysis & Portfolio Management, PHI.
8. V A Avadhani., Securities Analysis & Portfolio Mgmt., HPH.
9. [Chandra Prasanna](#),Investment Analysis and Portfolio Management Tata McGraw-Hill Education
10. [P. Pandian](#), **Security Analysis and Portfolio Management**, Vikas Publishing House Pvt Limited.

20BA343: CORPORATE FINANCE

Subject Code :	20BA343	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

By the end of the course, students will be able to

- CO-1 Understand the concepts of corporate finance.
- CO-2 Understand the relevant valuation techniques along with the corporate finance in the domestic and international environment; and know how to apply advanced method of integrated financial management.
- CO-3 Understand the financial implication of financial statements and compute the expected rate of return for investment projects. Understand how a cash flow analysis works.
- CO-4 Application of several valuation methods to value projects and companies. (Understands the dimensions of corporate restructuring–
- CO-5 know the types and implications of Mergers and Acquisitions.

UNIT-I

Introduction – Concept– Meaning and Nature of Corporate Finance; Goals of Corporate Financial Management; Strategic Corporate Decisions – Conflicts between Company Stakeholders – and Financial Markets – Financing of Corporations.

UNIT-II

Capital Budgeting Process – Project classification – Investment criteria – Net Present Value – Benefit – Cost Ratio – Internal Rate of Return – Modified Internal Rate of Return (MIRR) - Payback Period – Accounting Rate of Return – Risk analysis in Capital Budgeting: Sources of Perspectives on Risk – Sensitivity analysis – Scenario analysis – Break- Even Analysis – Hillier Model – Simulation analysis – Decision Tree Analysis – Corporate risk analysis – Managing risk – Project selection under risk.

UNIT-III

Cost of Capital & Capital Structure – Concept of Cost of Capital – Weighted Marginal Cost of Capital– Determining the optimal capital Budget – Capital Structure Decisions – PBIT-EPS Analysis – ROI – ROE Analysis – Leverage Analysis – Ratio Analysis – Cash Flow Analysis – Comparative Analysis – Guidelines for Capital Structure Planning.

UNIT-IV

Valuation and Corporate Value Creation: Adjusted Book Value Approach – Stock and Debt Approach – Direct Comparison Approach – Discounted Cash Flow Approach – Analyzing Historical Performance – Forecasting Performance – Determining the Continuing Value – Calculating the firm Value and Interpreting the Results. DCF Approach: 2 – Stage and 3 – Stage Growth Models– Free Cash flow to Equity (FCFE) Valuation – Guidelines for Corporate Valuation.

UNIT-V

Corporate Restructuring: Types of Transactions – Reasons for Mergers – Mechanics of a Merger – Costs and Benefits of a Merger – Exchange Ratio in a Merger – Purchase of a Division / Plant – Takeover – Leveraged Buyouts – Acquisition Financing – Business Alliances – Managing Acquisitions – Divestitures – Holding Company – Impact of M & A on Stakeholders.

Case Study (Not Exceeding 300 words)

Practical Component:

1. Students are asked to study the corporate financing options of any three companies and present report in the form of assignment.
2. Students will be formed into small groups and identify and evaluate the capital structure of any two product and service oriented companies.

References:

1. Prasanna Chandra– Financial Management theory and Practice – Eight Edition – McGraw Hill Publication – 2011.
2. IM Pandey– Financial Management – Ninth Edition – Vikas Publishing House Pvt Ltd. – 2005.
3. MY Khan & PK Jain– Financial Management – Tata McGraw Hill Publication – 2004.
4. R.M.Srivatava– Financial Management and Policy – Himalaya Publishing House – 1997.
5. Julian R. Franks – John e.Broyles and Willard T. Carleton – Corporate Finance: Concept and Applications – Kent Publishing company
6. [Grinblatt/ Titman.Financial Markets and Corporate Strategy. McGraw Hill.- G&T](#)
7. The New Corporate Finance. Where Theory Meets Practice. Ed. by D.H. Chew – Jr. McGraw-Hill. 1999
8. Megginson – W. L. – Corporate Finance Theory. Addison&Wiley – 2001
9. Smith B. The Modern Theory of Corporate Finance. IRWIN-McGraw-Hill.1997
10. Benninga F. – Sarig D. Corporate Finance: a Valuation Approach. IRWIN-McGraw-Hill. 1997

20BA344: MERGERS AND ACQUISITIONS

Subject Code :	20BA344	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To facilitate understanding of corporate merger and acquisition activity and restructurings
- CO-2 To examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.
- CO-3 To compare and contrast the various forms of corporate restructuring.
- CO-4 To provide the student a framework for analyzing transactions including understanding strategic rationale, deal structures, bidding strategies, and the need for a value proposition.
- CO-5 To assess human and cultural aspects of M&A's.

UNIT-I

Introduction – Types of Merger – Theories of Mergers- Operating, Financial and Managerial Synergy of Mergers – Value Creation in Horizontal, Vertical and Conglomerate Mergers – Internal and External Change Forces contributing to M & A Activities – Impact of M & A on Stakeholders.

UNIT-II

M & A – A strategic perspective- Industry Life Cycle and Product Life Cycle Analysis in M&A Decision, Strategic Approaches to M&A- SWOT Analysis, BCG Matrix, Porter's Five Forces Model - Dynamics of M & A Process – Identification of Targets – Negotiation – Closing the Deal. Five-Stage Model – Due Diligence: Types, Due Diligence Strategy, Process, Due Diligence Challenges - Process of Merger Integration: Organizational and Human aspects – Managerial Challenges of Mergers and Acquisitions

UNIT-III

Methods of Financing Mergers – Cash Offer, Share Exchange Ratio – Mergers as a Capital Budgeting Decision – Synergies from M&A: Operating and Financial Synergy – Accounting for Amalgamation: -Amalgamation in the Nature of Merger and Amalgamation in the Nature of Purchase.

UNIT-IV

Takeovers & Restructuring – Concept of Takeover, Types, Takeover Strategies – Takeover Defenses – Financial Defensive Measures – Methods of Resistance – Anti-takeover Amendments – Poison Pills – Corporate Restructuring – Significance – Forms of Restructuring – Joint Ventures – Sell off and Spin off – Divestitures.

UNIT-V

Legal aspects of Mergers/Amalgamations and Acquisitions/Takeovers – Combination and Competition Act – Competition Commission of India (CCI) – CCI Procedure in Regard to the

transactions of Business Relating to combination of Regulations 2011 – Scheme of Merger/Amalgamation – Essential Features of the Scheme of Amalgamation – Approvals for the Scheme-Step wise Procedure – Acquisitions/Takeovers – Listing agreement – The SEBI Substantial Acquisition of Shares and Takeover Code.

Case Study (Not Exceeding 300 words)

Practical Component

- Pick up any latest M&A deal. Generate the details of the deal and then study the deal in the light of the following.
- Nature of the deal: merger, acquisition, or takeover. If it is a merger, what type of merger is it?
- Synergies likely to emerge to the combining and the combined firm(s) from the deal .
The valuation for the merger
- The basis for exchange rate determination

References:

1. Mergers, Restructuring and Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag, 4/e, Pearson Education.
2. Corporate Finance-Theory And Practice – AswathDamodaran – John Wiley & Sons.
3. Takeovers, Restructuring And Corporate Governance, Weston, Mitchell And Mulherin – 4/e, Pearson Education, 2003.
4. Mergers and Acquisitions, Rajinder S. Aurora, KavitaShetty and Sharad R. Kale, Oxford University Press, 2011.
5. Value Creation from Mergers And Acquisitions, SudiSudarsanam – 1/e, Pearson Education, 2003.
6. Merger Acquisitions& Corporate Restructuring – Chandrashekar Krishna Murthy &Vishwanath. S.R – Sage Publication.Mergers, Ramanujam et al, TMH, 2003.
7. Handbook of International Mergers & Acquisitions, Gerard Picot, Palgrave Publishers Ltd.
8. Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.
9. Corporate Restructuring, Bhagaban Das, DebdasRaskhit and SathyaSwaroopDebasish, Himalaya Publishing, 2009

20BA351: BUSINESS OPPORTUNITIES IN EMERGING ECONOMIES

Subject Code :	20BA351	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

By the end of the course, students will be able

- CO-1 To focus on the challenges and opportunities associated with organizational management and business strategy in emerging economies.
- CO-2 To focus on specific organizational strategies firms pursue to overcome these obstacles and exploit opportunities in emerging markets.
- CO-3 To focus on cross functional strategies that integrate management, marketing, financial, and operational approaches, and discuss how both large multinationals and smaller, entrepreneurial firms can benefit from a better understanding of the dynamics of emerging markets.
- CO-4 To study the institutions of emerging markets those are relevant for managers.
- CO-5 To analyze opportunities presented by emerging markets.

UNIT-I

Introduction – What are Emerging Economies and why are they so important? – Strategic Ideas of Emerging Markets – Different Perspectives for Evaluating Emerging Market Potential – Financial, Business, Economic, Legal and Political approaches to Emerging Economies – Influence of Global Trends on the Emerging Economies – Unique Challenges of Emerging Economies (Case Study: Novartis in India: Innovation versus Affordability) – Emerging Markets Today – BRIC Group.

UNIT-II

Growth & Development of Emerging Market Economies – Political Disintegration, Economic Reintegration, Privatization, Regional Decentralization, Internationalization, Deficit of Investments and its effect on the Expanding Business World – Stages of Development of National Economies in the Global Marketplace – Economies in Transition – Internationalization and Strategic Alliances – Prospects for Companies from the Emerging Markets – Pursuing Different Strategies from the Developed Country Multinationals.

UNIT-III

Business Models and Strategies for Success in Emerging Markets – Competing in Emerging Markets – A Developed Country Perspective – International Business Strategy in Emerging Markets: Exporting, Market Entry and Relationship Management – New Business Models in Emerging Markets.

UNIT-IV

Foreign Investments in Emerging Economies – Wholly – Owned Foreign Companies – International Joint Ventures and its Management System – Strategic Management of International Joint Ventures – Economic and Special Technologic Zones – International Trade and the Global Emerging Market.

UNIT-V

Competing in Emerging Markets – Evolution of emerging market MNCs, competition in newly industrialized contexts – Strategies for Winning in Home Markets – Emerging Market Companies Going Global – Developed Country Companies Going to Emerging Markets

Case Study (Not Exceeding 300 words)

Practical component:

- Individual Assignments. Students will prepare a written analysis for each of the cases listed in the references. The analysis involves two parts, 1) diagnostics, and 2) recommended actions. Please underline your main recommendation.
- Group Assignment: Groups composed of maximum five students will prepare an in-depth written analysis and a presentation about an emerging market (i.e. Brazil, Russia, India, China, or Mexico) and one company operating in that market. The document and presentation will consist of two main sections, I) Country Analysis, and II) Company analysis.
- Each section will consist of two parts, I) Diagnostics and, II) Recommendations. The document is to be submitted two times. First when the case is presented in class, and second at the end of the course, taking into account the feedback received by the instructor and classmates.

References:

1. Case Study and Article Reading: Eyring and Johnson (2011) “New Business Models in Emerging Markets”, Harvard Business Review - (Product Code: R1101E-PDF-ENG)
2. Washburn and Hunsaker (2011) “Finding Great Ideas in Emerging Markets” Harvard Business Review - (Product Code: R1109J-PDF-ENG).
3. Berman, J. (2013), “Seven Reasons Why Africa’s Time is Now” Harvard Business Review, October (F1310Z-PDF-ENG)
4. Eder, G. (2013), “The End of the Emerging Market Boom?” Allianz Economic Research Working Paper 167 -August
5. Garcia-Herrero, A. (2011), “The Next Emerging Giants Take Flight” IESE-Insight Magazine, September (IIR058-PDF-ENG).
6. Jullens, J. (2013) “How Emerging Giants Can Take on the World”, Harvard Business Review (R1312J-PDF-ENG).
7. Case: "China: To Float or Not To Float?" Harvard Business School Case 706-021.
8. Vietor, R. H. K. (2007), How Countries Compete. Boston: Harvard Business School Press. Chapter 1.

20BA352: BASIC MANAGEMENT ASPECTS OF STARTUPS AND SMEs

Subject Code :	20BA352	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To develop perspective and an appropriate understanding of startups and SMEs in the Indian Context
- CO-2 To make the understanding of the managerial dimensions of small business and start-ups
- CO-3 To enable students get equipped with necessary managerial skills for managing their enterprises in case of potentiality.
- CO-4 To identify Managing Common Problems in Raising Finance.

- CO-5 To understand Managing Production and Operations.

UNIT-I

Introduction– Definition and Meaning of Startups and SMEs – Role, Importance and their Present Status in Indian Economy – Factors Influencing their Emergence, Govt. Policies for Startups and SMEs in India – Problems and Challenges of Startups and SMEs – Managing Business Environment for SMEs – Management of Small Business Vis-à-vis Large Business.

UNIT-II

Managing Organization and Infrastructure – Design and Development of Organization Structure – Organization policies and processes – Managing Structure of a Successful Startup – Managing Ethics and Governance – Procurement of land and Building – Managing Expansion of Land and Building, Modernization and Technology up gradation, Management of Capital Expenditure – Management of advanced Technology.

UNIT-III

Managing Marketing and Human Resource – Scanning of Internal and External Environment – New Business Model Development Process – Identifying New Market Segment, New Distribution Channels, Promotional Tools, Managing New Age Marketing Tools, and Managing Digital Marketing – Recruitment of Key Individuals – Manpower Planning and Sourcing – Developing and Managing Startup Team – Talent Management Practices in SMEs and Startups – Learning and Development of Productive employees in SMEs and Startups.

UNIT-IV

Managing Finance – Sources of Finance – Challenges of Managing Finance, Taxation and Costing (traditional costing versus activity based costing) – Financing by Commercial Banks – Institutional Support to SMEs and Startups – Managing Finance from Venture Capitalists, Angel Investors and Private Equity – Managing Common Problems in Raising Finance.

UNIT-V

Managing Production and Operations – Production in Small Businesses Vis-a Vis Production in large Business – Size of the Plant, Process – Planning and Control of Production in SMEs and Startups – Managing Cost of Production – Managing the Utilization of Production Capacities – Managing Technical Knowhow –Managing Lean Startups – Risk Management Framework in SMEs and Startups.

Case Study (Not Exceeding 300 words)

Practical Components:

- Identify the sources of finance for any three start-up companies.
- Sort out the strategies and practices of recent SMEs and Start-ups.
- Comparison on productions and operations of small businesses with large businesses of any two selected companies.

References :

1. Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi
2. Saini, J. S., 'Entrepreneurial Development Programmes and Practices', Deep & Deep Publications (P), Ltd.
3. Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi
4. Badhai, B 'Entrepreneurship for Engineers', Dhanpat Rai & Co. (P) Ltd.
5. Desai, Vasant, 'Project Management and Entrepreneurship', Himalayan Publishing House, Mumbai, 2002.
6. Gupta and Srinivasan, 'Entrepreneurial Development', S Chand & Sons, New Delhi.

20BA353: VENTURE CAPITAL AND PRIVATE EQUITY

Subject Code :	20BA353	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To support the entrepreneurial talent by providing finance, to provide business management skills, and to get the returns in the form of capital gains.
- CO-2 To build students skills, frameworks and knowledge in entrepreneurial finance.
- CO-3 To improve your capacity to recognize an opportunity worthy of financing.
- CO-4 To know the concepts of Private Equity and Angel Funding
- CO-5 To know Financing the Growth and Achieving Liquidity

UNIT-I

Introduction to Venture Capital – Overview of Entrepreneurial Finance – Financing choices for startups – Alternative Forms of Venture Capital – Venture Capitalists Decision Making: An Information Processing Perspective – Banks Versus Venture Capital in the Financing of New Ventures – Corporate Venture Capital – Venture Capital Funding – Angel Finance: The Other Venture Capital – Business Incubation and its Connection to Venture Capital – Philanthropic Venture Capital: A New Model of Financing for Social Entrepreneurs.

UNIT-II

Venture Capital Funding and Valuation – The Structure of Venture Capital Investments – Financial Contracts and Venture Capitalists' Value-Added – Venture Capitalists, Monitoring and Advising – Project Externalities and Moral Hazard – Doing It Not Alone: Antecedents, Dynamics, and Outcomes of Venture Capital Syndication.

UNIT-III

Venture Capital Value-Added and Conflicts – Time to Grow Up – Large Sample Evidence on the Maturation Dynamics of Private Venture-Backed Firms – How Do Venture Capitalists Create Value for Entrepreneurial Firms? Venture Capital and Innovation – Reputation in Financial Intermediation – Evidence from Venture Capital – Investor Opportunism, and Governance in Venture Capital – Conflicts of Interest and Litigation in the Venture Capital Industry – Venture Capital Exits and Returns

UNIT-IV

Private Equity and Angel Funding – Difference between Venture Capital, Private Equity and Angel Investing – Fund Organization and Structure of Private Equity companies (Overview) – Private Equity Activity, Growth, and Performance in India – Role of VC and PE for Innovation and Development of SMEs – Structure and Terms of Venture Capital and Private Equity Fund – Life Cycle of Private Equity Fund – Identifying Opportunities and Investment Decisions – Key Tools for Assessment, Valuation, Structuring and Terms – Interactions between Private Equity Investors and Entrepreneurs – Angel Financing for Entrepreneurs – Basics about Angel Investors, Looking for Angels and What Angels Are Looking for.

UNIT-V

Financing the Growth and Achieving Liquidity – Private Equity Funding Sources, Private Equity Funding Rounds, and Process of Financing Growth of their Portfolio Companies, Private Equity Investment Strategy – Constraints for private Equity Financing of Small and Medium Enterprises – Growth Financing and Exits – Collaborations with other Private Equity Firms – Emerging Trends in Private Equity Funding-Funds of Funds

Case Study (Not Exceeding 300 words)

Practical Components :

- Suggest a new model of financing social entrepreneurs.
- Do a group project on dynamics and outcomes of venture capitals indications of companies having major share.
- Identify the major trends in private equity funding and the sort out the factors for enhancing the growth.

References:

1. Douglas J. Cumming, 2010, VENTURE CAPITAL – Investment Strategies, Structures, and Policies, John Wiley & Sons, Inc. USA.
2. Susan L. Preston, 2007, Angel Financing for Entrepreneurs – Early Stage Funding for Long-Term Success – John Wiley & Sons, Inc. USA.

20BA354: ENTREPRENEURIAL ECOSYSTEM IN INDIA

Subject Code :	20BA354	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To enable students to introduce critical role of entrepreneurship in shaping India's future.
- CO-2 To understand the entrepreneurial ecosystem in India, and get awareness about the ecosystem.
- CO-3 To support Startup and Indian Venture Ecosystem.
- CO-4 To know sustaining competitiveness on harvesting strategies versus goes for Growth.
- CO-5 To utilize in Entrepreneurship for educating and mentoring students.

UNIT-I

Introduction – Concept, Definition – Critical role of entrepreneurship in shaping India's future - Evolution and Growth of Ecosystem in India (brief history) – Startups and Entrepreneurs – Key Elements of Entrepreneurial Ecosystem – Opportunities and Challenges – Changing Business Landscape in India during 2000-2015 – Nurturing the Early Stage Ecosystem – Success and failed startup ventures in India – Women & Startups.

UNIT-II

Enabling the Ecosystem – Understanding the Entrepreneurial Ecosystem – Entrepreneurial Motivation, Performance and Reward – Government Policy & Regulations – Industrial policy Resolution-2013, 2015 and 2016 – Ease of Doing Business Initiatives – Startup India, Standup India

- Access to Fund: India Aspiration Fund (IAF), SIDBI Make in India Loan for Small Enterprises (SMILE), Micro Units Development and Refinance Agency (MUDRA Bank) – Income Tax Credits – Incentives and Subsidies – Support Entrepreneurship through Entrepreneurship Hubs (E-Hubs) – Listing Rules for Startups.

UNIT-III

Support to Startup and Indian Venture Ecosystem – Registration – Institutional Support – Financing for Startups – Types of Business Funding: Venture capitalist, Angel Investor, Venture Debt – Industry Associations – Non-Govt. Initiatives – Indian Venture Ecosystem: Evolving landscapeduring 2010-2015, Venture Funds, Private Equity Funds, Public Markets – Venture Capital Investments and Angel Investments – Gaps in Ecosystem- Obstacles and Constraints in Ecosystem.

UNIT-IV

Sustaining Competitiveness – Disrupt Startup Ecosystem – Ways of Sustaining Competitive Advantage (Case: Twitter's sustainable competitive advantage) – Maintaining Competitive Advantage (Case: Amazon's sustainable competitive advantage) – Evaluation of Open Sources for Competitive Advantage – Changing role of Entrepreneur – Harvesting Strategies versus go for Growth.

UNIT-V

Entrepreneurship-education and Mentoring – National Policy for Skills Development and Entrepreneurship 2015 – Education & Capacity Building – Research & Development Activities – Incubation & Technical Services – Technology Incubation Platforms – Accelerator Programmes – Co-working Spaces – Industry Bodies, Facilitators & Networks – Innovative Incubators and Industry – Incubator Collaborations and Mentor Networks (The Indus Entrepreneurs (TiE)).

Case Study (Not Exceeding 300 words)

Practical Components:

- Project an analysis on Changing Business Landscape in India during 2000-2015.
- Identify any five success and failed startup ventures in India.
- Case study on competitive advantage of Twitter and Amazon and suggest measures.

References:

1. Bains (2015) India Private Equity Report 2015
2. InnoVen Capital (2015) India Angel Report 2015
3. Nasscom and Zinnov (2015) Start-up India – Momentous Rise of the Indian Start-up Ecosystem
4. NitiAayog (2015) Report of the Expert Committee on Innovation and Entrepreneurship
5. Sonne, L. and Jamal, A. (2014) Regional Social Enterprise Ecosystems in India: A Snapshot of Nine Regions. Report
6. ThillaiAnnamalai (2014) IITM India Venture Capital and Private Equity Report 2014 – A study of limited partners
7. Unitus Seed Fund (2015) Global Best Practices in Incubation and Acceleration

20GE08: LEADERSHIP LAB

Subject Code :	20GE08	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives:

- CO-1 To prepare themselves to become leaders of organizations and to embark on paths of personal leadership development.
- CO-2 To impart techniques and frameworks for managing individuals, teams, and networks.
- CO-3 To give students an edge as leaders in today's decentralized, diverse, and dynamic organizations.
- CO-4 To foster deep self-reflection about what behaviors we choose to use, the consequences of those behaviors, and given choices, how we might be even more productive.
- CO-5 To focus on questions for maximizing the performance.

UNIT-I

Introduction to Leadership: Importance of leadership, Roles of a Leader - Leadership Theory Paradigms, Levels of Analysis of Leadership Theory - Leadership Traits and Ethics: Personality Traits and Leadership, Traits of Effective Leaders, Leadership Attitudes, Ethical Leadership. **Practical component:** Each class participant will be assigned to a leadership development group (LDG) with five other people. Discuss with your LDG the people and the relationships that have been most important to you. Describe for your group a specific situation you have faced where these Relationships were especially important for your leadership. To whom did you turn for counsel and advice? How did you use these relationships in this case? Discuss these relationships with your Development group, and solicit their feedback and insights about the role relationships play in your life. Then discuss the kind of support network you plan to establish in the future and discover your authentic leadership.

Discussion questions:

What can you learn from their experiences that will help you in thinking about your life story's influence on your leadership trajectory?

UNIT-II

Leadership Behavior and Motivation: Leadership Behavior and Styles, University of Michigan and Ohio Studies, Leadership Grid - Leadership and Motivation - Content and Process Theories: Reinforcement Theory, Contingency Leadership Theories and Models, Leadership Continuum theory, normative leadership theory, and Leadership Substitute Theory (discuss them in brief)

Practical component: Discuss your extrinsic and your intrinsic motivations with the group, and solicit their feedback. Discuss how you are balancing your motivations, and the challenges you face. Share the

results of the “Motivated Capabilities Exercise” with your group, and solicit feedback about whether others see your motivated capabilities the same way you do. The purpose of this session is to glean insights from your peers to see yourself as others see your motivations and motivated capabilities and why leaders lose their way.

Discussion questions:

What are the root causes of leaders losing their way? Can you identify leaders from your personal experience who have lost their way or are in danger of doing so?

What can leaders, including you, do to avoid these temptations, stay grounded, and be authentic in their leadership?

What is motivating true leaders? What are their unique capabilities that have made them so successful?

UNIT-III

Team Leadership, Organizational Leadership: The Use of Teams in Organizations, Types of Teams, Decision Making in Teams - Leadership Skills for Effective Team Meetings - Ginnet’s Team Effectiveness Leadership Model.

Practical component: Each class participant will be assigned to a leadership development group (LDG) with five other people to build his/her support team with values, principles and ethical boundaries. Describe your leadership style to your group and solicit their feedback. Talk about the role of power in your leadership and how you deal with your power and the power of people you work with.

Discussion questions:

How are efficient leaders utilizing support resources to help them deal with any kind of crisis in typical business organisations? What resources should he/she call upon in determining a course of action?

UNIT-IV

Leadership Development and Succession: Development through Self Awareness and Self Discipline, Development through Education, Experience, and Mentoring - Succession Policy - Leadership Development Programs

Practical component and discussion questions: Identify any three effective and efficient leaders in Indian and Western business organisations?

How well they build an integrated leadership in their organisations? How did they optimize their leadership effectiveness?

How well do they use their personal leadership to empower others?

In what ways do you want your leadership (assumed) to change to improve your effectiveness?

References:

1. George, B. with Sims, P. True North: “Discover Your Authentic Leadership”
2. George, B.; McLean, A. and Craig, N. “Finding Your True North: A Personal Guide”

20GE09: CREATIVITY AND INNOVATION LAB

Subject Code :	20GE09	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: At the end of this course, students will be able:

- CO-1 To understand building blocks of innovation.
- CO-2 To be familiar with processes and methods of creative problem solving: observation, definition, representation, ideation, evaluation and decision making.
- CO-3 To enhance their creative and innovative thinking skills.
- CO-4 To be familiar with creative and innovative thinking styles.
- CO-5 To Practice and value teaming, communication, and diversity. Understand risk taking, paradigm shift, and paradigm paralysis.

UNIT-I

Introduction to Creativity – Concept – Convergent and Divergent Thinking – Creativity Intelligence – Creativity Techniques – Brainstorming; lateral Thinking – Forced Relationship; Morphological Analysis; Attribute Listing Creativity Techniques – Brainstorming – lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing Enhancing Creativity Intelligence – Determinants of Creativity – Creativity Process, Creative thinking as a skill Introduction – Characteristics of creative of creative organization – Valuing diversity in thinking: Thinking preferences and creativity styles – Creativity in problem solving: problem definition, understanding and representing.

UNIT-II

Fundamentals of Innovation – Invention, Creativity, and Innovation – Invention vs. Innovation – Creative and Lateral Thinking Management – Drivers of Innovation – Characteristics of Innovation– Types of Innovation – Sources of Innovation – Designing the process of Innovation – Managing Innovation Process Introduction to Innovation: Components of Innovation – Types of Innovations – Key drivers of Innovation, Factors influencing Innovation.

UNIT-III

Measures of Innovation – Input measures, output measures, and econometric analysis Types of Measures of Innovation – Firm Level, Organizational Level, and Political Level – Innovation Measurement Tools: Index of Corporate Innovation, and Balanced Score Card (Customer Perspective and Developmental Perspective).

UNIT-IV

Innovation Culture within Organizations – Creative Climate for Innovation, Building an Innovation Factory, Creating Breakthroughs – 3M, Designing and sustaining a Winning Innovative Culture–Social Media and Building Innovations into Organizations – Creating Innovative Capabilities–Government’s

Role in Promoting Innovation – Implementing Innovation: Principles and Practices for Implementing Innovation.

Practical Component: The class will be divided into small groups (consisting of 6 students).

Assignments include:

- Brain teasers (aka Puzzle Busters, to be solved individually)
- Cartoon captions (small teams)
- TRIZ, a systematic ideation method, reading (individual)
- Book readings and discussions (small teams)
- Small teams presentations on innovation:
 - (1) innovative individual, (2) innovative company,
 - (3) innovative movie/game, (4) sustainable innovation, (5) innovation in business,
 - (6) innovation in art, (7) innovation in architecture, (8) innovative nation, (9) innovation in science, and (10) innovation in engineering.

SESSIONS AND ASSIGNMENTS DURING LAB:

- Undertake a controlled creative process, both in your mind and in a group.
- Apply creative business analysis, idea-generation, solution creation and proof of concept. Work effectively in teams, facilitating multiple ways of thinking.
- Reflect on the role of constraints in creativity, and work effectively with constraints in a real-world business setting.
- Service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences. □ Use basic storytelling skills in a business context.
- Creativity Tools and Methods for individual and groups; Creative Thinking in Business;
Actions that support creative thinking, Scenario building; Holistic, Vertical and Horizontal thinking.
- Disruptive Innovation model – Segmentive Models – New market disruption.
- Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry.
- Spatial relationships and compositions in 2 and 3 dimensional space – procedure for genuine graphical computer animation

References:

1. The Seven Habits of Highly Effective People, by Stephen R. Covey
2. Ten Faces of Innovation, by Tom Kelley
3. The art of Innovation, by Tom Kelley and the Deep Dive story
4. Five Dysfunctions of a Team, by Patrick M. Lencioni
5. The Five Temptations of a CEO: A Leadership Fable, by Patrick M. Lencioni.
6. Strategies for Creative Problem Solving, by H. S. Fogler and S.E. LeBlanc, Prentice Hall, 1995.
7. Creative Problem Solving, E. Lumsdaine and M. Lumsdaine, McGraw Hill, 1995.
8. The Art of Innovation, by T. Kelley.

9. The Ten Faces of Innovation, by T. Kelley.
10. JoneCeserani, Peter Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.
11. Clayton, Christensen- Innovation and the General Manager, McGraw Hill.
12. Margaret,A. White & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach.
13. Joe Tidd and John Besant, Managing Innovation, John Wiley and Sons.
14. Allan Afuah, Innovation Management: Strategies, Implementation and Profits, Oxford University Press.
15. ShlomoMaital and D V R Seshadri, Innovation Management: Strategies, Concepts and Tools for Growth and Profit, Response Books.
16. J E Ettl, Managing Technology Innovation, John Wiley and Sons.
17. C Christensen, The Innovator's Dilemma, Harvard Business School.
18. Peter F. Drucker, Innovation and Entrepreneurship, Druckerseries, Butterworth-Heinemann Publications(2006).
19. Joe Tidd, John Bessant, Keith Pavitt, Managing Innovation: Integrating Technological, Market and Organizational Change, Wiley (3rd Edition (Paperback)
20. Edward De Bono, Serious Creativity, Indus Publishers.
21. Peter F. Drucker, Innovation and Entrepreneurship: Practice and Principles, Harper Collins.
22. C.K. Prahalad and M.S. Krishnan, The New Age of Innovation: Driving Cocreated Value Through Global Networks, McGraw Hill (2008).
23. Tony Davila, Marc J. Epstein, and Robert Shelton, Making Innovation Work: How to Manage It, Measure It, and Profit from It, Wharton School Publication (2005).

20GE10: MOOCs

Subject Code :	20GE10	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To provide students with audio and video content relating with the contemporary subjects.**
- CO-2 To improve the self-learning capabilities of the students**
- CO-3 To help the students to learn continuously while doing the programme and after the course completion.**
- CO-4 To provide opportunity for learners to interact directly with world class teachers who are offering courses on MOOCs platform.**
- CO-5 To expose the learners with peer learning facility.**

MOOCs: NPTEL/SWAYAM/edX/Coursera/Stanford Online/Udacity/ OpenClassrooms/ Open2Study/ ALISON/ Khan Academy/ NSE-NCFM/IRDA/NISM/ Any course related to MBA from the authentic sources with prior permission.

Typical Structure of a MOOC: The common duration of a MOOC is from 6 to 12 weeks. A MOOC is accessible 24 hours a day, 7 days a week. The majority of the content is delivered asynchronously (meaning students can access it in their own time and at their own pace). However, sometimes there can be optional synchronous events such as 'live' webinars (interactive sessions) which require participants to join in at specific dates/times.

20BA411: INTERNATIONAL BUSINESS

Subject Code :	20BA411	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO-1 To assess the role of social, cultural, political, legal, and technological environment in aiding or hindering international business.
- CO-2 To understand the theoretical relationship underlying international business barriers and the integration of markets through Trading Blocs, and WTO.
- CO-3 To understand the monetary environment and management of BOP crises by countries.
- CO-4 To analyse the market potentiality of each country and able judge suitable strategy for doing International business.
- CO-5 To lead and implement internationalization by adopting the export import procedures and obtaining the financial resources in international markets at optimum cost.

UNIT –I International Business – An overview – Types of International Business – International Business Environment – Globalization: Forces, Meaning, Dimensions and Stages in Globalization – The External Environment – Economic, Political, Socio-cultural, and Technological Environment – Introduction to Theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler.

UNIT – II Trade and Investment – International Trading Environment – Influence on Trade and Investment Patterns – Govt. Influence on Trade & Investment – Tariff and Non-tariff Barriers – Trade Blocks – Regional Blocks – General Agreement on Trade and Tariffs (GATT), World Trade Organization -- Ministerial Conferences, IPR, TRIPS, TRIMS, GATS – W.T.O. Implications – **Global Competitiveness of Economies** – Rise of New Economies like Japan, South East Asia and China as Compared to India

UNIT –III International Financial Management – Balance of Trade and Payments – Macro Economic Management – **International Financial Bodies** – UNCTAD, International Monetary Fund, Asian Development Bank and World Bank – Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade – Current EXIM Policy and Its Implications – Bilateral and Multilateral Trade Laws

UNIT –IV Global Strategies – Country Evaluation and Market Selection, and Modes of Entry – Licensing, Joint ventures and Export Management – International Business Negotiations & Diplomacy – Barriers and Exit Strategies – Global Production, Outsourcing and Logistics – Global Supply Chain Management – Global Manufacturing Strategies – Global Marketing and R&D – Globalization and Indian Reform Process – India's Competitive Advantage in Industries like IT, Textiles, Gems & Jewellery etc.

UNIT-V Social Responsibilities and Ethics – MNE Social Responsibilities, Efficiencies, Perspectives, Ethics, Technological Perspective, Foreign Corrupt Practices Act -- Accounting in International Business – Rise of International Accounting Standards.

Practical Component:

- Conduct group project: The Group project is an analysis of a country, multinational firm or theory discussed in class. The topic is left for the group to decide and must be done in groups of 3-4.

- International Business Plan: Students should be asked to prepare a International business plan and present it at the end of the semester. This should include the following:
 - Executive Summary
 - Overview of Business and industry analysis
 - Description of recommended strategy and justification
 - Broad functional objectives and Key Result Areas.
 - Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts.
 - Analysing Mission and Vision statements of a few companies and comparing them
 - Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, □ Insurance, Banking etc.
 - Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.
 - Analyze the news items to understand and write down the company's strategy and execution efficiency.
 - Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market? Analyze the internal and external factors.
 - Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
 - Conduct SWOT analysis of your institution and validate it by discussing with faculty.
 - Conduct SWOT analysis of companies around your campus by talking to them.

References:

1. Francis Cherunilam 2010, International Business 5th edition , NewDelhi, PHI Learning private Ltd.
2. John D.Daniels& Lee H. Radebaugh., International Business 15th edition, Pearson Education.
3. P. SubbaRao 2010, International Business 4th Edition , Himalaya Publishing House
4. P.SubbaRao 2017 , International Business Text and Cases, 2nd Revised & Enlarged Edition , Himalaya Publishing House
5. [SakOnkvisit](#) 1997,International Marketing: Analysis and Strategy, Prentice Hall,
6. VyuptakeshSharam,2010, International Business 3rd edition , Pearson Education.
7. Bhattacharya, International Business, Excel Books.
8. K.Awathappa 2012, International Business Environment, 5th edition Tata McGraw Hill.
9. Francis Cherunilam 2019, Intenrational Business Environment ,8th revised edition Himalaya Publishing House.
10. Roger Bennet,1999, International Business, 2nd edition. Financial Times Press, Pitman Publishing, London.
11. Bhattacharya, B. 1996, Going International: Response Strategies of the Indian Sector, 1 st edition Wheeler Publishing, New Delhi.
12. Czinkota, Michael R., et. al., 2010 International Business 8th edition , Wiley.
13. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
14. Hill, Charles W. L.,1994 International Business,10th edition McGraw Hill, New York
15. Global Business Management, 2000,ManabAdhikary, Limited edition,MACMILLAN Business Books

20BA421: SALES AND DISTRIBUTION MANAGEMENT

Subject Code :	20BA421	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO-1 To acquaint the students with the concepts which are helpful in developing and managing sales force to gain competitive advantage.
- CO-2 To tackle the threats and capitalize on opportunities by forecasting sales and operations.
- CO-3 To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
- CO-4 To identify different components like transportation, concepts, techniques and the practical aspects of the key decision making variables.
- CO-5 To develop an understanding of logistics and Supply chain Management for improving the efficiency of distribution.

UNIT-I Sales Management – Concept, Nature and Scope, Objectives and Functions – Organization Framework of the Field Sales Force – Types and Methods – Field Sales Manager: Tasks and Responsibilities, Relation with Salesman, and Relationship with Top Management – Coordinating and Controlling the Marketing Mix –Trends and Challenges.

UNIT-II Sales Forecasting & Operations – Methods and Procedural Steps in Forecasting – Prospecting for Customers – Modes of Sales Presentation – Designing and Delivering of Sales Presentation – Sales Budgeting – Allocation of Field Sales Resources – Design Sales Territories – Sales Quota – Control of Sales , Sales Meeting and Sales Contest, Organizing Display , Showroom and Exhibitions – Planning Manpower Requirements – Recruiting and Selecting Sales Personnel.

UNIT-III Sales force Management – Developing Sales Training Programs – Executing and Evaluating Sales Training Programs – Motivating Sales Personnel – Compensating Sales Personnel – Designing and Administering Various Compensation Plans – Controlling Sales Personnel and Managing – Sales Evaluation Programs – Comparing Standards with Actual Performances of Sales Personnel – Sales Audit and Analysis.

UNIT-IV Distribution Management – Role of Distribution in Marketing Mix – An Overview of Marketing Channels – Structure, Functions, and Relationships of Channels of Distribution – Channel Dynamics and Conflicts–Channel Design Process and Channel Management Decisions – Channel Intermediaries – Role and Types – Wholesaling – Types of Wholesalers, and Wholesaler marketing decisions – Retailing – Types of Retailers, and Retailer Marketing Decisions.

UNIT-V Market Logistics –Logistics Objectives, Market Logistics Decisions for Distribution Channels – Transport and Handling – Economic of Transportation, Organizing Transport Facilities, Transport Procedure and Documentation – Role of Information System in Distribution Channel Management.

Case Study (Not Exceeding 300 words)

Practical Component:

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession.
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
- Roles and functions of sales manager and sales people are different in every organization. Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is: how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company.

References:

1. Krishna K. Havaldar & Vasant M Cavale - Sales & Distribution Management: Text & Cases, Third Edition - Tata McGraw Hill Education Pvt Ltd – 2011.
2. Still, Cundiff and Govani - Sales Management - Decisions, Strategies and Cases – Fifth Edition - Prentice Hall – 2007.
3. Gupta S.L - Sales & Distribution Management (Text and Cases) – Second Edition - Excel Books, New Delhi – 2010.
4. Anderson. R - Professional Sales Management – Second Edition - Prentice Hall Inc, Englewood Cliffs, New Jersey – 1991.
5. Buskirk, R.H. and Stanton. W.J - Management of Sales Force, Fifth Edition - Homewood Illinois, Richard D. Irwin – 1975.
6. Dalrymple, D.J - Sales Management: Concepts and Cases – Tenth Edition - John Wiley, New York – 2008.
7. Johnson - E. M - Sales Management: Concepts, Practices and Cases – Second Edition - McGraw Hill. New York – 1994.
8. Stanton, William J etc - Management of Sales Force – Eleventh Edition – Irwin, Chicago – 2002.

20BA422: RETAIL MANAGEMENT

Subject Code :	20BA422	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO-1 To develop an understanding of the contemporary retail management.
- CO-2 To explain the role of retailing industry in Indian Economy and its contribution
- CO-3 To Understand the role played by Human Resource strategies and retailing sector issues.
- CO-4 To explain the changing trends of fashion and ever changing customer tastes and preferences.
- CO-5 To highlight the significance of retailing and its role in the success of modern business houses. To explain the importance of location and store management activities..

UNIT-I Introduction to Retailing – Concept – Meaning – Nature – Scope and Importance – and Functions of Retailing – Overview of Indian & Global Retailing –Types of Retailing – Store Based and Non-store Based Retailing – Changing Trends of Consumerism and Retail Consumer Purchase Decision Making Process – Concepts of Cross-shopping – Opportunities and Challenges of Retailing in India – Innovative Business Models in Indian Retailing – e-tailing.

UNIT-II Retail Market Strategy – Concept – Definition – and Need for Retail Market Strategy – Developing a Sustainable Competitive Advantage – Strategic Retail Planning Process – Opportunities and Challenges for Domestic and International Expansion – Retail Location – Concept – Types – and Importance of Retail Location – Market Potential Considerations – Integrating and Controlling Retail Strategy.

UNIT-III Retail –HR Management – Retail HRM – Policies – Practices – and Managing of Human Resources in Retailing Business – Financial Strategies in Retailing: Objectives and Goals -Financial Performance Assessment in Retailing – Retail Merchandising: Process of Category Management – Emergence of Private Labels (Store Brands).

UNIT-IV Retail Pricing & Promotion: Policies – and Strategies of Retail Pricing – Techniques for Increasing Retail Sales – Retail Promotion Mix – Retail Advertising and Sales Promotions – In-store Price promotions – Retail Communication Budget – Process and Methods of Budgeting – Emergence of Multichannel Retailing – Issues and Challenges

UNIT-V Store Management – Concept – Scope and Importance of Store Management – Store Layout – Design – Visual Merchandising – Retail Customer Service – Managing Service Quality – Complaint Handling – Service Recovery Strategies – Customer Relationship Management – Retail Customer Satisfaction – Loyalty – and Retention Strategies – Retail Information System – Supply Chain Management in Retailing – Ethical Issues in Retailing – Retail Audit – Retailing Research in India.

Case Study (Not Exceeding 300 words)

Practical Component:

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs – their salary – travelling allowances – sales quotas – why they chose a sales career – and what does it take to succeed in this profession.
- Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal? Etc.
- Go to at least three kirana stores in your neighborhood (around 2 kms) and discuss with them the importance of location – pricing – credit policy – etc. What percentages of goods are sold ‘loose’ in each locality and compare this with the approximate income range of the customers? What are the retailer’s losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Ask your friends if they would buy certain goods like groceries – vegetables – socks – mobile – pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice – covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

References :

1. Levy & Weitz 2012 8th ed– Retailing Management – TMH NewDelhi.
2. A.J.Lamba 2012 1st ed– The art of Retailing – TMH NewDelhi.
3. Barry Berman Joel & R Evans 2012 6th ed -. Retailing Management-A strategic Approach- PHI NewDelhi
4. Chetan Bajaj 2017 3rd ed – RajnishTuli and Srivatsva – Retail Management – Oxford University Press NewDelhi.

20BA423:INTERNATIONAL MARKETING

Subject Code :	20BA423	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:By the end of the course, students will be able :

- CO-1 To enable the Students understanding an increasing importance of global awareness.
- CO-2 To analyse various international environmental risks and constraints of global business.
- CO-3 To equip the Students with the knowledge of Marketing products and services across cultures.
- CO-4 To make the students familiar with international product promotion and distribution.
- CO-5 To create awareness among the students to develop self-employment through understanding of export procedures and documentation.

UNIT-I Introduction to International Marketing – Nature, Scope and importance of International Marketing – Different Entry Modes and Market Entry Strategies – Joint Ventures – Strategic Alliances – Direct Investment – Manufacturing and Franchising – International Marketing vs. Domestic Marketing.

UNIT-II Constraints on international marketing – Tariff and Non-Tariff barriers – Trading partners – Bilateral trading agreements – Commodity agreements, and GSP – Challenge of international marketing – The dynamic environment of international marketing.

UNIT-III International Marketing Mix – Product – Product standardization and Adoption – Brands, Trademarks, international product life cycle – Pricing for international markets – Factors, International Pricing Strategies, Dumping, and Counter Trade.

UNIT-IV International promotion – Integrated Marketing Communication – International Promotion mix tools – International – Distribution – Overseas marketing channels – Multinational retailers and Wholesalers – Global Logistics.

UNIT-V India and world trade: Import and Export policies –Exports Institutional infrastructure for export promotion – Export promotion councils – Public sector trading agencies – Export Procedure and documents.

Practical Component:

- The students have to study various marketing procedures of entering into international markets to promote products or services.
- A group of students has to collect commodity agreements and bilateral agreements in relation with international trade.
- All the students are divided into groups. Each group of student has to develop marketing mix components for various international brands.
- All the students are divided into groups. Each group of student has to develop export and import documentation procedures for various products or services to market them in various international markets.

References:

1. B. Bhattacharyya, R. L. Varshney International Marketing Management: An Indian Perspective 24th Edition, (2014), Sultan Chand And Sons Publishers, New Delhi.
2. Francis Cherunilam, International Marketing- Text and Cases (15th Edition), (2017)Himalaya Publishing House, Mumbai.
3. .Philip R. Cateora, John Graham, International Marketing, (12th Ed) (2005) Tata McGraw Hill, New Delhi.
4. S.A.Sherlekar,VirendraSharadSherlekar,2nd Ed.(2010) Global Marketing Management, Himalaya publishing House, ,Mumbai
5. P.K.Vasudeva, International Marketing,4th Edition (2010) Excel Books, New Delhi.
6. Warren J. Keagan, Mark Green, Global Marketing (3/e),3rd Edition(2002) Prentice Hall

20BA424: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Subject Code :	20BA424	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course outcomes: By the end of the course, students will be able

- CO-1 This course enables the students to have an understanding of the importance of logistics and the elements of logistic system.
- CO-2 Also this paper enables the student to understand the different channels of distribution in detail and the emerging trends in distribution.

UNIT- I

Logistics and Competitive Strategy – Competitive advantage – Gaining competitive advantage through logistics – The mission of logistics management – Integrated supply chains – Supply chain and competitive performance

UNIT-II

Customer Service Dimension – Customer service and customer retention – Servicedriven logistics systems – Basic service capability – Increasing customer expectations – Value added services – Measuring logistics costs and performance – Principles of logistics costing – Logistics and the bottom-line – Impact of logistics on shareholder value – Customer profitability analysis

UNIT-III

Logistics and Supply Chain Relationships – Benchmarking the logistics process and SCM operations – Mapping the supply chain processes – Identifying logistics performance indicators – Channel structure – Economics of distribution – Channel relationships – Logistics service alliances.

UNIT- IV

Sourcing, Transporting and Pricing Products – Sourcing decisions in supply chain – Transportation in the supply chain – Transportation infrastructure – Basic transportation economics and pricing – transportation documentation – Coordination and technology in supply chain – Lack of coordination and Bullwhip Effect

UNIT- V

Managing global Logistics and Global Supply Chains – Global strategy – Global purchasing – Global logistics – Channels in global logistics – Global alliances – Issues and challenges in Global supply chain management – Role of IT in the supply chain.

Case Study (Not Exceeding 300 words)

Practical Component:

- Understand the supply chain in terms of drivers of the Supply Chain and understand various services provided by selected companies.

- Identify any product/service and study the type of distribution system used and understand the reason for using that particular type in selected companies.
- Survey on IT applications employed by industries in their Supply chain.
- Do a report on SCM and its implementation in Industries and their Business Communications.

References :

1. Agrawal D.K, "Logistics and Supply Chain Management", MacMillan Publishers, 2010
2. Alane E Branch, "Global Supply Chain Management and International Logistics", Routledge Publishers, New Delhi, 2009.
3. Donald Waters, "Global Logistics", Kogan page, New Delhi, 2010.
4. Edward J Bradi, John J Coyle, "A Logistics Approach to Supply Chain Management", Cengage learning, New Delhi, 2010.
5. Mohanthy R.P, "Supply Chain Management", Biztantra, New Delhi, 2010.
6. Narayan Rangaraj, "Supply Chain Management in Competative Advantage", TMH, New Delhi, 2009.
7. Rahul V Altekar, "Supply Chain Management", PHI Learning Ltd, New Delhi, 2009.
8. Rajashekhar B, Acharyulu, "Logistics and Supply Chain Management", Excel Books, New Delhi, 2009.
9. Sunil Chopra and Peter Meindl, "Supply chain Management: Strategy, Planning and Operation", 2/e, Pearson Education, New Delhi 2009.

20BA425: RURAL & AGRI MARKETING

Subject Code :	20BA425	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course outcomes: By the end of the course, students will be able

- The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumers' and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

UNIT-I

Rural Markets in India – An overview – Nature, Definition, Scope, Importance, and Characteristics of Rural Markets – Classification of Rural Markets – Rural vs. Urban Markets – Rural Marketing Environment: Demographic, Economic, Socio-cultural and Psychological Factors – other factors like Population, Land Distribution & Use, and Infrastructure – Rural Demand and Rural Market Index – Changing Trends of Rural Marketing – Future of Rural Marketing in India.

UNIT-II

Rural Consumer Behavior & Marketing Strategy – Characteristics of Rural Consumer – Factors Affecting Rural Consumer Behavior – Rural Consumers Vs Urban Consumers – a Comparison, Relevance of Marketing Mix for Rural Market/Consumers – Problems in Rural Market – Segmentation, Targeting & Positioning for Rural Market – Product and Pricing Decisions for Rural Markets: Product Developments, Product Adoptions, Modification Decisions (including packaging) Branding, Decisions of Product Augmentation for Rural Marketing and Rural Pricing Elements and Decisions.

UNIT-III

Managing the Rural Promotions – Understanding Rural Communication Media (Traditional Vs. Current Opportunities) – Designing & Developing Rural Market Promotions – Build Relationship & Events – Accessing Rural Indian Markets – Distribution, Dynamics of Distribution Process, Participants in the Channel – Types of Intermediaries – Role of IT in Rural Marketing (e-choupals) – Understanding the Rural Marketing Process.

UNIT-IV

Understanding Agricultural Markets – Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their Market – Profiling of Indian agricultural produces marketing – challenges in marketing of agricultural produce – Strategies to promote

marketing of agricultural produce – Marketing of rural artisan products – Characteristics of Indian handicrafts industry- Challenges for rural artisan sector – Government policy towards handicrafts sector – marketing strategies for the development of rural artisan sector.

UNIT-V

Corporate Sector in Agri-Business – Reasons for Increased Interest of Corporate Sector in Agribusiness – Opportunities in the Agri-Business – Benefits of Corporate driven Agri-Business – Digitalizing the Indian Agri& Rural Markets-e-rural Marketing – Select Live Case Studies-ITC e- choupal – TARA haat – EID Parry’s Indiaagriline – Kandhamal Apex Spices Association for Marketing (KASAM) – Export Potential for Agri-products – Major of Government and Non-Govt. Agencies in the Development of Rural and Agricultural Sector.

Case Study (Not Exceeding 300 words)

Practical Component:

- Visit to the various Micro Finance Institutes, who extend their services in catering rural market.
- Approaching the FMCG companies which have already catered in Rural and Understand the approach strategy (What is that innovative concept the company has adopted in successfully catering in to rural markets)
- Visit to a village and understand the market structure and also understand the functioning part of the rural markets
- Students should come up with new product designing with the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability).
- Students are required to conduct a survey on purchase pattern of automobiles or telecom products or any other smart gadgets.
- Students are required to visit and do a survey on corporate farming and its effect on income of the rural farmer

References :

1. Rural Marketing – PradeepKashyap& Siddhartha Raut, Biztantra.
2. Rural Marketing – GopalSwamy T. P, 3/e, Vikas Publishing House.
3. Rural Marketing – Dogra&KarminderGhuman, 1/e, TMH.
4. Rural Marketing – Sanal Kumar Velayudhan, 2/e, Response Publication, 2007.
5. Rural Marketing – Krishnamacharyulu C. G &LalithaRamakrishnan, Pearson Education.
6. Rural Marketing – Habeeb Ur Rahman, 1/e, HPH, 2004.
7. Rural Marketing -Sukhpal Singh, Vikas Publishers
8. Rural Marketing – MinoutiKamat& R. Krishnamoorthy, 3/e, HPH.
9. Agricultural Marketing In India – Acharya , Oxford I B H.
10. Advertising & Marketing in Rural India- Tej K. Bhatia, 2/e, Macmillan.
11. Marketing of Agricultural Products – Richard Kohls and Joseph N. Uhl, 9/e, PHI.
12. Rural Marketing – R.V.Badi, N.V.Badi, HPH.

20BA431: STRATEGIC HUMAN RESOURCE MANAGEMENT

Subject Code :	20BA431	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course outcomes: By the end of the course, students will be able

To explain how HR strategy is going to be a game changer in organizations effectiveness.

- CO-1 Strategy formulation, Strategies for performance and development with knowledge of global economy factors.
- CO-2 The purpose of this course is to understand Strategic HRM, Aligning HR systems with business strategy.
- CO-3 To sensitize the students how organizations human resources is going to be an assets of the organization.
- CO-4 To understand the importance of evaluation and measuring the impact of strategies.

. **UNIT-I SHRM** – Meaning, Nature and Scope of SHRM – Strategic Framework for HRM— Corporate Strategy and SHRM Approaches- Business Strategy and Organizational Capability – Developing SHRM Plans and Strategies – Strategic HR Planning – Acquisition and Development.

UNIT-II Strategy Formulation – Strategic planning – Multinational Strategies – Strategic alliance – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR activities in Mergers and Acquisition (M & A) – Ensuring alignment – Ensuring strategic flexibility for the future.

UNIT-III HR Strategy Implementation – Human Aspects of Strategy Implementation – Behavioral Issues in Strategy Implementation, Matching Culture with Strategy – Leadership, Power and Politics, Employee Morale – Retrenchment Strategies – Downsizing – Voluntary Retirement Schemes (VRS) – Early Retirement Plans, and Project Based Employment.

UNIT-IV Employee Empowerment – Employee Involvement – Employee Empowerment – Creating a Learning Organization – Autonomous Work Teams – Training – Performance Strategies – Flexi Timing – Work–life Balance Practices – Competency Mapping – Multi-Skilling Succession Planning – Cross Cultural Training.

UNIT-V HR Strategy Evaluation – HR evaluation process – Overview – Scope – Strategic Impact – Ethical Dimensions – Bench marking – Evaluating Strategic Contribution in Emerging areas such as Management of Diversity and Quality Readiness.

Practical Component:

- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Consider some groups like Tata’s, Birla’s, Infosysetc – what is their HR strategy.
- Hold a debate in the classroom about downsizing the workforce.
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.

References:

1. Mello, A. Jeffrey. (2008). *Strategic Human Resource Management*. New Delhi: Cengage Learning Indian Pvt. Ltd.
2. Belcourt, Monica & McBey, J., Kenneth. (2008, 2nd Ed). *Strategic Human Resource Planning*. New Delhi: Cengage Learning Indian
3. Srinivasan, R. (2002). *Strategic Management- The Indian Context*. New Delhi: Prentice Hall of India Pvt. Ltd.
4. Venugopal, R. (2000). *Contemporary Strategic Management*. Vikas Publishing House Pvt. Ltd.

20BA432: LEADERSHIP & TEAM MANAGEMENT

Subject Code :	20BA432	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course outcomes: By the end of the course, students will be able

CO-1 To familiarise the students the importance of advanced leadership.

CO-2 To provide an insight about the various theories of leadership.

CO-3 To enable the students to understand the importance of leadership and change management

CO-4 To provide expert knowledge about the use of teams and role of teams in decision making

CO-5 To impart knowledge on effective team work and promoting team success

UNIT- I

Introduction to Leadership – Definition – Importance of advanced leadership – Roles of a leader – Leadership Traits and Ethics – Personality Traits and Leadership – Traits of Effective Leaders – Leadership Attitudes – Ethical Leadership – Achievement Motivation Theory.

UNIT-II

Leadership Behavior and Motivation – Leadership Behavior and Styles – University of Michigan and Ohio Studies, Leadership Grid – Leadership and Motivation – Content and Process Theories – Reinforcement Theory – Contingency Leadership Theories and Models – Leadership Continuum theory.

UNIT-III

Leader-follower Relations – Followers, Evolution of Dyadic Theory – Leader Member Exchange Theory, Fellowship, Delegation, Coaching, and Managing Conflict – Leadership and Change Management.

UNIT-IV

Team Leadership, Organizational Leadership – The Use of Teams in Organizations – Types of Teams, Decision Making in Teams – Leadership Skills for Effective Team Meetings – Ginnet’s Team Effectiveness Leadership Model – Virtual and Self-Managed Teams.

UNIT-V

Team Dynamics – Nature of Teams – Team Vs Groups – Team Issues – Effective Team Work – Changing Role of Leadership in Self-Managed Teams – Implementing Teams in organizations, promoting team success.

Case Study (Not Exceeding 300 words)

Practical Components

- Choose 3 successful & 3 failed leaders and identify the contributing factors and present your findings to the class.
- Across domains like sports & business & religion, develop an essay on the underlying trends and how these brands can leverage them.
- Write a comprehensive essay on management vs. leadership
- Interview 5 thought & practice leaders about their life learning’s on leadership. Present your findings to a panel of these leaders
- Choose 3 leaders who tasted success after failures and 3 who tasted failure after early successful and develop the lessons from both groups. Present your findings to a panel of these leaders.

References:

1. Andrew J Durbrin, Leadership-Research findings, Practice, and skills, 7th Ed.,(2012) Publisher -Cengage Learning.
2. Christopher F. Achua,Robert N. Lussier, (2013)5th Ed., Effective Leadership, South Western/Cengage Learning India
3. Gary Yukl, Leadership in Organizations,8th (2013) Pearson Education
4. Griffin & Moorhead, Organizational Behaviour, 10thEd(2012).,Cengage Learning India Pvt. Ltd.
5. 5.Richard L Hughes, Robert C. Ginnett, Curphy PresidentGordonJ , Leadership-Enhancing the Lessons of experience,8th Ed.,(2014) TMH.

20BA433: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code :	20BA433	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course outcomes: By the end of the course, students will be able

- CO-1 To gain an understanding on basics of International HRM.
- CO-2 To understand the procedures of recruitment and selection for identifying the need and importance of expatriation.
- CO-3 To enable the student in understanding international compensation components and programmes by examining the key issues involved in international labor relations.
- CO-4 To develop an understanding of IHRM practices in different countries.
- CO-5 To develop the key competencies and to demonstrate the contribution of special issues in IHRM.

UNIT-I Basics of IHRM – Definition – Nature – Importance – Objectives & Problems of IHRM – Difference between IHRM and Domestic HRM – Growing interest in IHRM -Three Dimensions of IHRM activities-Cultural issues in IHRM.

UNIT-II Recruitment – Selection – Staffing and Training in International context: Issues in International Selections – International Staffing Policies – Advantages & Disadvantages of Staffing Policies – Expatriate Selection-Expatriate Failures & Reasons – Need & Importance of Expatriate Training – Cultural Awareness Programs – Current scenario in international training and development.

UNIT-III International Compensation – Performance Management & Labour Relations: Objectives and Key

Components of an International compensation program – Approaches to International compensation – Performance Management of Expatriates- International Labour Relations – Key issues in International Labour Relations.

UNIT-IV IHRM Practices in Selected Countries – HRM practices in different countries- Japan – America, Britain – Germany – China and India.

UNIT-V Special Issues in IHRM – Information Technology and International HRM – Human Resource Out-Sourcing – Women Expatriates and their problems – Ethics in IHRM – Future challenges in IHRM.

Practical Components:

- Write an essay on the challenges faced by Indian multinational companies in deploying employees from one country to another.
- Give a MNC recruitment case and ask the students to design and present a recruitment strategy.
- Debate on the challenges involved in measuring performance of employees in multinational context.
- Give a case and role play it – to negotiate the compensation of a software engineer to be posted from Bangalore to Seattle.
- Debate the Visa policy of India for hiring foreign workers.

References:

1. K Aswathappa – Sadhna Dash-International Human Resource Management Text and Cases - First Edition -Tata McGraw Hill Publishing Company Ltd-2010.
2. S.P.S. Bedi –Minakshi Kishore- – Global Human Resource - First Edition -Wisdom Publications – Delhi.2008.
3. R.V.Badi& S.G. Hundekar– International Human Resource Management- First Edition – VrindaPublications – Delhi.2015
4. P. SubbaRao – International Human Resource Management – Second Edition - Himalaya Publishing House -2017.
5. Peter J. Dowling &Denice E. Welch – International Human Resource Management– Fourth Edition – Thomson Learning USA – 2011.
6. Dr. NilanjamSengupta- International Human Resource Management - Fourth Edition-Excel Books – New Delhi -2007.
7. SujataMangalai – Globalization and Human Resource Management - Fourth Edition-Excel Books – New Delhi -2007.

20BA434: MANAGEMENT OF CHANGE & DEVELOPMENT

Subject Code :	20BA434	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course outcomes: By the end of the course, students will be able

- CO-1 To make student aware of the concepts, programmes, and transformations of change management.
- CO-2 This course is intended to make students capable of applying the principles and techniques as professionals for mapping Change and Systems Approach to Change.
- CO-3 To enable student to develop ability to OD interventions and have competence in the design and delivery of Organisation development programs.
- CO-4 Students will develop an understanding of the potential for negotiating change.
- CO-5 Students will develop key competencies which will explain and demonstrate the contribution of team building in an organization.

UNIT-I

Basics of Change Management – Meaning, nature and Types of Change – Change programmes – Change levers – Change as growth – Change as transformation – change as turnaround – Value based change.

UNIT-II

Mapping Change and Systems Approach to Change – The role of diagramming in system investigation – Systems relationships – Systems diagramming and mapping – Systems autonomy and behaviour – The intervention strategy model – Total project management model (TPMM) – Learning organization – The relevance of a learning organization – Strategies to build a learning organization.

UNIT-III

Organisation Development (OD) – Meaning – Nature and scope of OD – Dynamics of planned change – Person – Focussed and role focussed OD interventions – Planning OD Strategy – OD interventions in Indian Organisations – Challenges to OD practioners.

UNIT-IV

Negotiated Change – Change in the labor – A review of the response of collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India – Changes in the legal frame work of collective bargaining – Negotiated flexibility – Productivity bargaining – improved work relations – Public sector bargaining and social security.

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 pin

steam – Building skills – High performance teams – Self managing teams – Building team relationships – Empowered teams – Leadership on teams – Managing cross – Cultural diversity in teams – Group think as a decision making process – Role of change consultant.

Case Study (Not Exceeding 300 words)

Practical Component

- Ask the students to list the change management needs for the 21st century.
- Ask students to evaluate their understanding of each topic by conducting group discussions and presentations.
- Presentation by students on application of change management and development programs.

References:

1. NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
2. Radha R Sharma: Change Management, TMH, New Delhi, 2008
3. Robert A Paton: Change Management, Sage Publications, New Delhi, 2008.
4. Mark Hughes, “Change Management in Organisations”, Jaico Publishing House, New Delhi, 2008
5. Adrian Thornhill, “Managing Change”, Pearson Education, New Delhi, 2008.
6. Cummings and Worley, “Organisational Development and Change”, Cengage Learning, New Delhi, 2009
7. Kavitha Singh, “Organisation Change and Development”, Excel Books, New Delhi, 2010
8. Venkataratnam C.S, “Negotiated Change –Collective Bargaining”, Liberalisation and Restructuring in India, Response Books, New Delhi, 2003.
9. Sarah Lewis, “Appreciative Inquiry for Change Management”, Kogan Page Publication, New Delhi, 2010
10. Sethi, “Orgnisational Transformation Through Business Process Reengineering”, Pearson Education.

20BA435: STRESS MANAGEMENT

Subject Code :	20BA435	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course outcomes: By the end of the course, students will be able

- CO-1 To understand the physiological systems that are affected by stressors and the long-term effects and illnesses that can result from stressors
- CO-2 To understand the specific applications of stress as it relates to the workplace and different target groups
- CO-3 To create effective stress management plans for individual clients and for workplace environments.
- CO-4 To enhancing significance of training and development – performance evaluation
- CO-5 To analyse Stress Management Techniques in respect of changing values and social support

UNIT-I

Introduction to Stress – Nature – Meaning – Symptoms – Work Related Stress – Individual Stress- Reducing Stress – Sources of Stress – Consequence of Stress Burnout – Symptoms of Burnout Stress Vs Burnout – Model of Stress – Strategies for Coping Stress (individual and organizational strategies)

UNIT-II

Frustration – Meaning of Frustration – Causes of Frustration – Some General Frustration of Our Culture – Conflict – Meaning of Conflict – Types of Conflict – General Conflict of Our Society – Pressure – Meaning of Pressure – Causes of Pressure – General Pressure of Our Society.

UNIT -III

Stress Framework – Sources of Managerial Stress – Stress and Thought Processes – Learning – Stress and Personality – Behavioral and Situational Modifiers – Stress and Motivation – Managerial Implications of Stress-Leadership Styles in Stressful and Non-Stressful Situations – Decision Making under Stress.

UNIT-IV

Stress-related Disorders and Treatment Methods – Cardiovascular – Gastrointestinal and Convulsion – Pain and hypochondriacs – Eating disorders – Anorexia nervosa – Bulimia Nervosa – obesity Substance use related disorder.

UNIT-V

Stress Management Techniques – Coping with Resources and Processes — Assertiveness Training – Stress and Social Support – Group Processes and Changing Values for Understanding and Coping with Stress – Behavioural techniques for stress control – Behavioural assignments – Risk taking – Shame- Attaching – Relaxation techniques – Techniques of Relaxation – Yoga – Vipasyana.

Case Study (Not Exceeding 300 words)

Practical Components:

- Ask students to visit different business organizations in their locality or region to identify the factors causing stress to employees/ workers.
- Ask students to analyze various coping mechanism practiced by different business organisations and develop innovative coping mechanisms.
- Students are formed into groups (6-8) to develop case study on stress management mechanism followed in their region.

References:

1. Patel – M.K. and Other Authors – (2006) – 1stEd. “ Stress – Emotions – Coping and Health” – Saurashtra University – Rajkot .
2. Patel –S.T.and Other Authors – (1992) – 1stEd. “ Psychology and Effective Behaviour” – Liberty Publication – Ahmedabad.
3. Shah – K.N.(2001) – 1stEd. “ Psychology and Effective Behaviour” – University Book Production Bord– Ahmedabad.
4. Shah – D. R.and Other Authors – (2008 -9). 5thEd – “ Psychology and Effective Behaviour” – C. Jamnadas Co. Ahmedabad.
5. Jerrold Greenberg: Comprehensive Stress Management – McGraw-Hill
6. V. J. Sutherland & C. L. Cooper: Strategic Stress Management: An Organizational Approach – Macmillan Business.

20BA441 : FINANCIAL SERVICES

Subject Code :	20BA441	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course outcomes: By the end of the course, students will be able

- CO-1 To create awareness among the students about the significance of investment particularly strategic investment and finance decision-making.
- CO-2 The objective of the course is to provide students with the knowledge of merchant banking services along with guidelines of SEBI.
- CO-3 To understand Mutual Funds and the origin of venture capital.
- CO-4 To understand the types of lease agreements and factoring services in India.
- CO-5 To examine the emerging trends in financial services.

UNIT– I

Financial Services – Range of services – Characteristics – Institutions offering different services – Characteristics of financial services market – Problems and challenges in financial services marketing.

UNIT– II

Merchant Banking – Nature and scope of merchant banking services – Management of public issues and support services – Depository services – Marketing of services – SEBI guidelines.

UNIT– III

Mutual Funds – Meaning – Origin – Types/Classification of Funds – Importance – Mutual Funds Industry in India – Venture Capital – Meaning – Origin – Importance – Methods – India Scenario.

UNIT IV

Leasing – Concept – Types – Lease Agreements – Potentiality of Leasing as a means of financing – Advantages and Disadvantages – Lease Financing in India – Factoring – Meaning – Modus operandi – types – functions – Factoring services in India.

UNIT V

Trends in Financial Services – Financial technology firms (Fintech Firms) – Data-Driven Product Development – Digital Transformation – AI (artificial intelligence)& Block Chain – Big Data – Cyber Security – Mobile Banking – OMNI – Channel – Investor Education.

Practical Components:

- Students are asked to examine the any two financial service oriented companies and present brief report on the same in seminar periods.

- The class will be divided into small groups (consisting of 6 students). The groups are to discuss and present their views on variety of financial instruments used in corporate sector.
- Students are asked to identify any three financial services and financial intermediaries in their region/locality; compare and contrast the role of and functions of organized financial services and financial intermediaries.

References:

1. David and Zenoff – Marketing of Financial services – Ballinger publishing.
2. Avadhani – V.A. – Marketing of Financial Services – Himalaya Publishing House, Mumbai.
3. J.C. Verma – Merchant Banking – Tata McGraw- Hill.
4. Bhalla. V.K. Management of Financial Services – Anmol Publications – New Delhi.
5. ChinmaoySahu – Management of Financial Services – Excel Books – New Delhi.
6. M.Y.Khan – Financial Services – Tata McGraw Hill – New Delhi.
7. Gordon E and Natarajan K. – Financial Markets and Services – Himalaya Publishing House – New Delhi.
8. Verma – J.C Merchant Banking – Tata McGrawHill – New Delhi.
9. Ramesh – S and Arun Gupta: Venture Capital – Oxford University press.

20BA442: COMMODITY MARKETS & DERIVATIVES

Subject Code :	20BA442	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To understand the derivative products and the development of derivative trading in India.
- CO-2 To Familiarise with the characteristics of the derivative products and hedging strategies.
- CO-3 To identify specific option trading strategy suitable to market movement.
- CO-4 To calculate option price using binomial model and BS model.
- CO-5 To develop knowledge about functioning of SWAPs & credit derivatives and design Swaps.

UNIT-I Financial Derivatives – Concept – Definition – Nature – Functions – and Types of Derivative instruments – Different underlying assets – Types of Traders – Economic Role of Derivatives market (Overview) – Risk Management – Price Discovery – and Transactional Efficiency – Trading in Commodities in India (Cash & Derivative Segment) Types of Commodities Traded – Structure of Commodities Market in India – Participants in Commodities Market – Commodity Exchanges in India & Abroad – Reasons for Investing in Commodities

UNIT-II Futures and Forwards – Meaning – Importance – Futures Exchanges Market Participants – Clearing House and Margins – Futures Pricing – Stock Index Futures – Forwards Vs Futures – Hedging strategy Using Future – Basic Principle – Arguments for and Against Hedging – Basic Risk – Minimum Variance Hedge Ratio – Hedging through Stock Index Futures.

UNIT-III Options – Meaning and Features of Options – Equity Options – Currency Option – Benefits of Options – Basic principles of options – Option strategies – Option spreads – Mechanism of Option Specification of Stock Option – Trading – Commission – and Margin.

UNIT-IV Option Pricing Models – Factors Affecting Option Prices – Application of Option Pricing Models – Black-Scholes Model – Binomial Model – Option Greeks and Hedging Strategies – Estimating Volatilities.

UNIT-IV Financial Swaps and Warrants – Meaning – and Uses – Types of Financial Swaps – Interest Rate Swaps – Currency Swaps – and Swap Pricing – Warrants – Other Derivatives - Value-at-Risk – Credit Derivatives – Exotic Options – and Derivative Mishaps.

Practical Component:

- Analyzing Various Derivative Contract Specifications from Exchanges
- Mark to Market Margin Calculation on Real time data from Exchanges
- Understanding the trading and settlement process and other documentary requirements at Brokers' office to open the trading account
- Calculating the futures and options price with cost of carry – binomial and BS Models on real time data from Exchange & analyzing them with current market price
- Forming of different futures and options trading strategies with the real time data Exchange Forming of Hedging with real time data from commodities and currency Exchanges

- Valuation of equity forwards./Bond and interest forward contracts/Pricing of commodity forwards
- Future - trading
- Delivery and cash settlement.
- Valuation of options and futures.
- Analysis and Management of risk.

References :

1. John C. Hull 2006 – Options ,Futures & other derivatives 6th edition Printice Hull of India private Limited
2. Robert McDonald 2005 – Derivatives market 2nd edition – Pearson education
3. John Hull 2018 – Fundamentals of futures & options 9th edition Pearson.
4. Ankit Gala &Jitendra Gala – Guide to Indian Commodity market – Buzzingstock publishing house
5. K.Sasidharan& Alex K. Mathews – Option trading - bull market strategies – McGraw Hill publication
6. NitiChatnani 2016 – Commodity markets – McGraw Hill Publication
7. S. Kevin 2015 – Commodities & financial derivatives 2nd edition , PHI learning Pvt ltd.
8. S. S. S. Kumar 2007- Financial Derivatives - PHI Learning Pvt. Ltd
9. S. L. Gupta 2005- Financial Derivatives: Theory, Concepts And Problems - PHI Learning Pvt. Ltd
10. Bharat Kulkarni 2011- Commodity Markets & Derivatives - Excel Books
11. Sundarum and Das 2013-Derivatives principles & practice ,Indian edition MegrawHill NewDelhi.
12. Sundaram J 2011-Derivatives & Risk Management.
13. Andrew Kasapi 2000-Mastering Credit Derivatives First print Addezin Wesleylongman

20BA443: STRATEGIC COST MANAGEMENT

Subject Code :	20BA443	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To understand the costing systems and their application in different manufacturing environments
- CO-2 To analyze value chains and use the results of this analysis in evaluating potential strategies for competitive advantage
- CO-3 To acquire knowledge on costing systems and activity based costing, and implementation issues in modern costing systems.
- CO-4 To Understanding, Analysis and Measurement of cost of quality.
- CO-5 To discuss a number of issues relating to the design and implementation of costing systems.

UNIT-I Designing Costing Systems for Job – Batch – Contract – Process Costing – Cost Estimation and Regression Analysis – Cost Volume Profit Analysis – Learning Curves.

UNIT-II Cost as a Source of Competitive Advantage – Value Chain Concept – Cost Driver Concept – Strategic Positioning Concept – Profit Variance Analysis – Target Costing – Life Cycle Costing.

UNIT-III Activity Based Costing – Drawbacks of Conventional Costing Systems – Hidden Factory – Merits and Demerits of ABC – Implementation of ABC.

UNIT-IV Cost of Quality – Understanding, Analysis and Measurement of COQ.(Theory)

UNIT-V Business Process Reengineering – Total Quality Management – Just in Time and Flexible Manufacturing Systems as Enablers of Low Cost Strategy – Implications for Costing Systems..(Theory)

Practical Component :

- Group problem solving on CVP analysis Group problem solving on ABC analysis
- Students are required to practice problems on linear programming, regression analysis and also problems related to costing concepts and submit the report to the faculty member.
- The students should submit a report with real time examples where JIT, TQM and flexible manufacturing systems are in practice.

References :

- Jain, S. P., and Narang, K. L. Cost and Management Accounting 5th Edition, 2001, Kalyani Publishers, New Delhi.
- Pillai, R. S. N., and Bagavathi, Cost Accounting 1st Edition, 2009, Sultan Chand Company Ltd., NewDelhi.

- Sharma, and Shashi K. Gupta, , Management Accounting 12th Edition, 2012 Kalyani publishers, New Delhi.
- Maheswari, S. N., Cost and Management Accounting 1st Edition, 2003 Sultan Chand Company Ltd., New Delhi.
- Prof. JawaharLal, Strategic Management, 1st Edition, 2015 Sultan Himalaya Publishing House, Mumbai

20BA444: INTERNATIONAL FINANCIAL MANAGEMENT

Subject Code :	20BA444	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To create awareness about the importance of international financial management and to understanding the business environment in which modern multinational corporations operate.
- CO-2 To describe the IMF's role in dealing with the financial crisis and learning about *foreign exchange markets* including international Parity conditions.
- CO-3 To study the nature of management exposure and discusses about the techniques of international capital budgeting.
- CO-4 To explore concepts of portfolio management in a global market. Understand the principles of project financing and explain how corporate and country characteristics influence an MNC's cost of capital.
- CO-5 To bring the cognizance of working capital management along with international accounting practices and analysing key elements of international taxation.

UNIT-I Multinational Corporations: Features of MNCs, Motives for Going Global, Factors Inhibiting MNCs to Maximize Profits - **IFM:** Features, Objectives, and importance of IFM - Financial Management Versus International Financial Management - Balance of payments (BoP) - Fundamentals of BoP - Accounting components of BOP.

UNIT-II International Monetary System: Evolution- Gold Standard- Bretton Woods system- The flexible exchange rate regime- The current exchange rate arrangements- The Economic and Monetary Union (EMU).

UNIT-III Foreign Exchange Market: Function and structure of the Forex markets- Major participants- Foreign exchange quotations- Process of arbitrage, Factors influencing exchange rates; International arbitrage and interest rate parity-Relationship between inflation- interest rates and exchange rates – Purchasing power parity – International fisher effect.

UNIT-IV Management of Exposure: Economic, Transaction, Translation, and Real Operating Exposure.**Global Financial Markets:** Overview of the other markets – Euro currency market- Euro credit market- Euro bond market- International stock market.

UNIT-V Long term & Short term Asset–Liability Management: Long term asset liability management: International Capital Budgeting, International Capital Structure and Cost of Capital ; International financing: Equity, Bond financing- Parallel loans; Short term asset liability management- International cash management- Accounts receivable management- Inventory management.

Practical Component:

- Students can study the Balance of Payment statistics of India for the last five years and present the same in the class. Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
- Students can study the impact of exchange rate movement on the stock index. Students can predicting exchange rates using technical analysis and find arbitrage opportunities using newspaper quotes present the same in the class.

Text Books:

1. Avadhani V.A, "International Financial Management", Himalaya Publishing House, New Delhi, 2009.
2. VyuptakeshSharan, "International Financial Management", PHI Learning, New Delhi,2010.

References :

1. Alan C Shapiro, "Multinational Financial Management", Wiley India, New Delhi, 9th Edition (2010).
2. Apte P.G, "International Financial Management", TMH, New Delhi, 5th Edition (2009).
3. David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, "Multinational Business Finance", 10th Edition,(2004) Pearson Education
4. Jain P.K, JosettePeyrard and Surendra S. Yadav, "International Financial Management", Macmillan Publishers, 6th Edition (2001).
5. Shailaja G, "International Finance", Universities Press(India) Private Limited, Hyderabad, (2008).
6. Srivastava M.R., "Multinational Financial Management", Excel Books, New Delhi, 6th Edition (2008).
7. Thomas J O'Brien, "International Finance", Oxford University Press, New Delhi, 2009.

20BA445 : FINANCIAL RISK MANAGEMENT

Subject Code :	20BA445	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To Measure volatility in market prices
- CO-2 To Measure Value-at-Risk and its implications
- CO-3 To analyses statistical measure risk & analyze applications
- CO-4 To apply of VaR in managing risks & margining
- CO-5 To assess Risk Management issues in investments

UNIT-I - Introduction to Risks: Financial Risk: An Overview, Evolution, and the Environment-Risks - definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity)-Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modelling Risk Factors, Using implied volatility in Value-at-Risk measures

UNIT-II - Risk and volatility Measurement: Risk and volatility Measurement, the issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility-Measuring risk using Value-at-Risk, concept and computation of Var using variance-covariance approach, Calculating portfolio risk of more than one assets -Historical simulation & multifactor Var, marginal and relative Var, expected shortfalls, treasury applications Stress testing and back-testing, Forecasting correlation & Volatility during market crash, Extreme Value Theory - Basic Principles, Extreme Value Theory methods in measuring financial risk , Monte Carlo simulation, issues in generating price process (Brownian Motion, Ito Process), Cholesky decomposition in computing multi-asset VaR - Risk & Forecasting issues in asset prices (exchange rates & interest rates), modelling interest rates such as Cox-Ingersoll-Ross Models, ARMA processes in generating currency forecasts and using in decision making.

UNIT-III - Currency Risk Analysis: Currency Risk Analysis in global Investing - Interest Rate Parity (covered and uncovered), yen-carry Trade Syndrome - risk Environment in Indian forex Markets, Forwards and Non deliverable Forwards, Cross-currency Risk Analysis - Value at Risk for Fixed Income portfolio - Cash Flows Mapping in Fixed Income Portfolios - Relation of Var measures with duration - Comparing with yield vs Price Volatility, etc

UNIT-IV - Credit Risk Basics: Probability of Default - Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit

VaR. Indian environment in VaR applications (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk management - VaR based margining

UNIT-V - Integrated Risk Management framework: Operational, An integrated approach to risk management considering issues such as operational, supervisory, legal, Accounting - Issue of Governance Ratings and Risk in Institutions, the Role of Risk Management Offices (front, middle and back offices), Risk reporting, Risk Budgeting and Setting Risk Limits, limits using notional, Stop Loss and Var based Limits, Establishing Trading Limits.

Case Study (Not Exceeding 300 words)

Practical Components

Group projects, reports, computer simulation exercises, essays and written assignments, group and individual presentations on different aspects of the course.

Reference Books

1. Christoffersen, P.F. (2003), Elements of Financial Risk Management, Academic Press, London
2. Hull, John C. (2015), Risk Management and Financial Institutions (4th edition), Pearson
3. Saunders, Anthony and Linda Allen (2nd edition 2002): Credit Risk Measurement, Wiley 1st edition, 1999.
4. Duffie, Darrell and Kenneth J. Singleton (2003): Credit Risk, Princeton UP
5. Jorion, Philippe (2011): Financial Risk Manager Handbook, Wiley
6. Resti, Andrea and Andrea Sironi (2007): Risk Management and Shareholders' Value in Banking, Wiley. Lando, David (2004): Credit Risk Modeling, Princeton UP.
7. McNeil, Alexander, Rüdiger Frey, and Paul Embrechts(2005): Quantitative Risk Management - Concepts, Techniques and Tools, Princeton UP.
8. Merton, Robert C. (1974): On the Pricing of Corporate Debt: The Risk Structure of Interest Rates, The Journal of Finance, 29(2), 449-470
9. Leland, Hayne E., and Klaus Bjerre Toft (1996): Optimal Capital Structure, Endogenous Bankruptcy, and the Term Structure of Credit Spreads, The Journal of Finance, 51(3), 987-1019.

20BA451 : FAMILY BUSINESS MANAGEMENT

Subject Code :	20BA451	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To motivate the entrepreneurial instinct of students and expose them to family owned business challenges and issues.
- CO-2 To develop and strengthen entrepreneurial quality and motivation especially towards family owned business.
- CO-3 To analyse the family's Relationship with Business
- CO-4 To develop knowledge on Leadership Perspective in Human Resource Management
- CO-5 To develop the concept of Extending the family culture to non-family managers, motivating and retaining non Family Managers.

UNIT-I - Family Business Uniqueness: Definitions of Family Business - What Constitutes a Family business - Succession and Continuity - Economic Impact - What Makes it Unique - Nature, Importance, and Uniqueness of Family Business - Special Strengths - Family Business Culture and Values, Predictable Problem Resolution, Commitment, Knowledge, Flexibility in Work, Time and Money, Long-range Thinking, A stable Culture, Speedy Decisions, Reliability and Pride - Dilemmas and Challenges for Family Business - Resistance to Change, Business challenges, Succession, Emotional Issues, Leadership.

UNIT-II - Family Business Dynamics: People, System and Growing Complexity: Family Culture, Organizational Culture, and Cultural Blur in family Firms, A System Perspective on Continuity Resulting from Generational Conflict and Culture Change, Family Business People - Founders, women in Family Businesses, Husband wife Teams, In-laws, Multifamily Ownership, Non-family employees, Managing conflicts in family firms - Family Unity and a Positive Family-business Interaction as a Resource in the Creation of Inimitable Competitive Advantages. Family Business Systems - Seeking a Balanced Approach, Introducing the Ownership dimensions. Family Business Life Cycles: a story of Growing Complexity - Life-Cycle Stages, A customer-Active Paradigm, Continuous evolution- not Revolution- and Family Business continuity, Ownership transitions - Erosion of the future entrepreneurial culture - Need to preserve the entrepreneurial spirit and promote a Positive- Great Family Businesses.

UNIT-III - The family's Relationship with Business: Developing a Strategic Vision and Building Team work: Articulating Values and Shared Vision, Effective Business Families -

How families add Value - The Family Business Interaction Factor - Ingredients of Successful Planning -Family Emotional Intelligence, Establishing Open Communication- Family communication: Family meetings, The Benefits of family Meetings, Family Councils, and Family Offices, family Retreats, family Constitutions, Family Meetings, the use of Facilitators and Advisors, the Family Employment Policy, Ownership and Family Policy Making, Guidelines for Policy making, the family contribution, creative versus destructive conflict, building family team work - Unifying Plans, Processes and Structures - Designing Family Governance.

UNIT-IV - The next Generation: Human Resource Management and Leadership Perspective: To Join or not to join? - The Importance of Outside Experience - Self-esteem and Confidence - Wider Business Experience, Credibility with non-family Employees - Systems Overlap and Human Resource Management Issues-recruitment, Training and development, Remuneration, Performance Appraisal and Promotion. Working in the Business - Seek out a Mentor, Gain the Respect of Employees, Tread Carefully, beware Sibling Rivalry, work at Establishing Personal Identity, Relationship with the Senior Generation.

UNIT-V - Getting Help: Making the most of Outside Resources - The perspective of Non-family Managers, Career Opportunities for Non-family Managers, Non-family Managers- Relationship with the Family - Introducing External Executives, Motivation and Rewards, Incentive Design and delivery. Extending the family culture to non-family managers, motivating and retaining non Family Managers, Non- executive Directors - Selecting the Right Candidate, Board Practices – Professional Advisors and Consultants - a Non-family Manager as a Bridging President or CEO, Outsider Advisors.

Case Study (Not Exceeding 300 words)

Practical Component

- Student is required to identify and analyze any two successful and failed family businesses in their locality or region.
- Conduct group discussion on challenges and perspectives of family businesses in India.
- Students are asked to develop case studies on local family businesses who are in third generation.

References :

1. Ernesto J. Poza, Family Business, Cengage Learning, 2009.
2. Keanon J. Alderson, Understanding The Family Business, Business Expert Press, 2011.
3. Kelly LeCouvie, Jennifer Pendergast, Family Business Succession: Your Roadmap to Continuity, Palgrave Macmillan, 2014.
4. John L. Ward, Craig E Aronoff, Stephen L. McClure, Family Business Succession: The Final Test of Greatness, Palgrave Macmillan, 2011.

5. Stephanie Brun de Pontet, Craig E. Aronoff, Drew S. Mendoza, John L. War, Siblings and the
6. Family Business: Making It Work for Business, the Family, and the Future, Pa Palgrave Macmillan, 2011.
7. Otis W. Baskin, Craig E. Aronoff, Effective Leadership in the Family Business, Palgrave Macmillan, 2011.
8. Craig E. Aronoff, John L. Ward, Family Business Ownership: How to Be an Effective Shareholder, Palgrave Macmillan, 2011.
9. McCann, Greg. When Your Parents Sign the Paychecks: Finding Success Inside or Outside the Family Enterprise. 2d ed. Deland, FL: McCann & Associates, 2013.
10. Poza, Ernesto J., and Mary S. Daugherty. Family Business. 4th ed. Mason, OH: South-Western Cengage Learning, 2014.

20BA452 : SOCIAL ENTREPRENEURSHIP

Subject Code :	20BA452	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 to enable student-participants in develop sensitivity towards and internalize the larger global context
- CO-2 To develop knowledge on concerns that have all warranted the birth, rise, health and sustenance of Social Entrepreneurship and Enterprises.
- CO-3 To enable Resource Mobilization Strategies, Core Issues in Management, Value, Risk, Returns and Cost.
- CO-4 To Design Products that will Create Value for the BOP
- CO-5 To develop knowledge in Creating a Successful Business Model and Finding Funding,

UNIT-I - Introduction: The Need for and Concept of MDGs and SDGs - Global Development Organizations - Examples and Descriptions - Social Enterprises (SEs) and entrepreneurship An Overview: Basic Definitions and Concepts; Morphology of SEs - History and Evolution of Social Entrepreneurship - Social Entrepreneurship and Enterprises - Past and Emerging Trends; Anticipating the Future - International and National Examples of Pioneers - Hybrid Spectrum of SEs - Business Models, Legal and Organizational Manifestations - Types and Functions of SEs such as Fair Trade Organizations, Cooperative Organizations, etc. - SEs in Different Sectors

UNIT-II - SEs' Conception, Design and Incubation: Social Entrepreneurial Initiatives – Opportunity Analysis and Idea Generation Tools and Approaches - The Use of Market Research Tools Design Thinking for SEs and Innovations in their Lifecycles - Issues in the Early Stages of SEs' lifecycles- Organizational Launch and Development Processes in Social Entrepreneurship.

UNIT-III - Management of SEs - Functions and Issues; Management - Purpose, Concepts, Functions and Resources - Types and Sources of Finance - Resource Mobilization Strategies - Core Issues in Management - Value, Risk, Returns and Cost.

UNIT-IV - BOP Markets: Definition, Examples, the Impact of Culture - the Poor as Consumers, Business Models at the BOP - Designing Products that will Create Value for the BOP - Providing Access to Credit - Providing Access to Information and Financial Services through technology- Providing Access to Health Care, Education

UNIT-V - Newer Business Models at the BOP: Social Entrepreneurs, Challenges for Social Entrepreneurs-Creating a Successful Business Model and Finding Funding, Generating Income, Scaling and Replicating to Increase Impact, social Entrepreneur's Point of View,

New Opportunities for Collaborative Ventures at the BOP - Evaluating the Social Impact of BOP Ventures.

Case Study (Not Exceeding 300 words)

Practical component

- Ask students to identify social entrepreneurs in their area and their social innovations.
- Ask students to examine how various forms of entrepreneurship are being employed to address some of today's most pressing social challenges.
- Students are to form in to groups (consist of 6-8 students) to identify and analyze the adopted approach to solving social issues in their region or area/territory.
- Ask students to identify the ways and means adopted by social entrepreneurs in diffusing social innovations
- Ask the students to prepare Latest situation of social innovation in the world in general and India in particular.
- Ask students to investigate case studies and meet with social entrepreneurs, activists, and local individuals seeking change

References:

1. Beverly Schwartz, Rippling: How Social Entrepreneurs Spread Innovation Throughout the World, Jossey-Bass, 2012
2. David Bornstein, How to Change the World: Social Entrepreneurs and the Power of New Ideas, Oxford University Press, 2004.
3. Arthur C. Brooks, Social Entrepreneurship: A Modern Approach to Social Value Creation, 1st edition,
4. David Bornstein, Social Entrepreneurship: What Everyone Needs to Know, Oxford University Press, 2010.
5. John Elkington, Pamela Hartigan, The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World, Harvard Business Review Press, 2008.
6. James C. Collins, Good to Great and the Social Sectors: A Monograph to Accompany Good to Great, HarperBusiness, 2001.
7. William D. Eggers, The Solution Revolution: How Business, Government, and Social Enterprises Are Teaming Up to Solve Society's Toughest Problems, Harvard Business Review Press, 2013.

8. Problem Solving 101: A Simple Book for Smart People, Ken Watanabe, Portfolio, 2007
(available to download as PDF)
9. The Entrepreneurs Guide to Customer Development, Cooper and Vlaskovits, 2010

20BA453: CORPORATE ENTREPRENEURSHIP

Subject Code :	20BA453	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To equip skills to interpret a firm's internal and external environment such that entrepreneurial strategies.
- CO-2 To develop knowledge on given that entrepreneurial success is often contingent on a multitude of factors.
- CO-3 To acquire knowledge on firm's internal and external environment from an entrepreneurial perspective
- CO-4 To focus on developing the individual entrepreneur.
- CO-5 To facilitate Managing and Sustaining Entrepreneurial Performance in the 21st Century.

UNIT-I - Introduction – Understanding Corporate Entrepreneurship: Nature, meaning, definition and Importance of Corporate Entrepreneurship – Obstacles in the Corporate Environment – How Innovation Actually Happens – Crucial roles of Innovation – Entrepreneurial Orientation (EO) -Entrepreneurial Intensity – Forms of Corporate Entrepreneurship – Levels of Corporate Entrepreneurship – HR in the Entrepreneurial Organization – Human Resource Capabilities.

UNIT-II - Organizing the Venture – Diagnosing organization for Climate for Innovation – The Internal Policies of Venturing – Developing Intrapreneurial Business Plan – Building an Organizational Environment Conducive to Entrepreneurial Endeavours: Resources, Process and Priorities – Selecting, Evaluating, and Compensating Corporate Entrepreneurs – Funding the Venture.

UNIT-III - Corporate Strategy and Entrepreneurship – Behavioural Aspects of Corporate Entrepreneurship -Role of the Intrapreneur – How to Succeed As an Intrapreneur – Entrepreneurial Structure and Culture in Organization – Identifying, Evaluating & Selecting Opportunity – Corporate Entrepreneurship In the Social Sector – Understanding & Managing the Entrepreneurial Process – Locating the Venture in the Organization.

UNIT-IV - Implementing Corporate Venturing in Organization – Constraints on Entrepreneurial Performance & Leading the Entrepreneurial Organization – Intrapreneuring within a Structured Development Process – Managing Corporate Venture Capital Investments – Corporate Entrepreneurship via Acquisition, Investment and Partnership Managing Corporate Venture Capital Investments

UNIT-V - Assessing & Controlling of Corporate Entrepreneurship – Facilitators of Entrepreneurial Performance- Improving Climate for Innovation – Managing and Sustaining Entrepreneurial Performance in the 21st Century – The Future of the Intrapreneurial Organization -Corporate Entrepreneurship in Developing Economies.

Case Study (Not Exceeding 300 words)

Practical Components

- Students are to visit corporate organisations and assess the innovation challenges within an organization and propose an initiative to address one of these challenges.
- Identifying the constraints to corporate entrepreneurship and suggest suitable measures to overcome them.
- Discuss case studies (at least 2) on corporate entrepreneurial culture and climate in an Indian and foreign context.
- Presentations by students on themes of corporate entrepreneurship.

References:

1. Donald F. Kuratko, Michael H. Morris, Jeffrey G. Covin, 'Corporate Innovation & Entrepreneurship, International Edition 3e, Cengage Learning, 2011.
2. Michael H. Morris, Donald F. Kuratko, Jeffrey G Covin, Corporate Entrepreneurship & Innovation', Cengage Learning, 2010.
3. Donald F. Kuratko, Corporate Entrepreneurship, Now Publishers Inc, 2007
4. Michael H. Morris, Donald F. Kuratko, 'Corporate Entrepreneurship: Entrepreneurial Development within Organizations', Harcourt College Publishers, 2002.
5. Paul Burns, 'Corporate Entrepreneurship: Entrepreneurship and Innovation in Large Organizations', Kindle Book
6. Tom Elfring, 'Corporate Entrepreneurship and Venturing', Springer Science & Business Media, 2005.

20BA454 : ENTREPRENURAL LEADERSHIP

Subject Code :	20BA454	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To study leadership theories, skills and practices necessary for effectiveness in varied entrepreneurial settings
- CO-2 To acquire knowledge on Leadership Styles in Entrepreneurship
- CO-3 To analyse Motivation and Coaching Skills of the Entrepreneurial Leader
- CO-4 To acquire knowledge about Entrepreneurial Leadership Process
- CO-5 To assess Contemporary Issues in Entrepreneurial Leadership, Leadership Issue for Future Entrepreneurs

UNIT-I-Introduction – Nature, Definition and Characteristics of Entrepreneurial Leadership – Images and Forms of Entrepreneurial Leadership – Types of Entrepreneurial Leaders – Business Ethics in a Global Context – Critical Link between Leadership and Entrepreneurial Success – Entrepreneurial Leadership in Diverse Contexts: Family Business, Social and Sustainable Entrepreneurship -Entrepreneurial Dreams and Aspirations.

UNIT-II-Leadership Traits, Characteristics and Motives – Charismatic and Transformational Leaders in Entrepreneurship – Leadership Styles in Entrepreneurship – Situational Leadership and Social Responsibility – Influence, Power, Politics and Ethics for Entrepreneurial Leadership – Developing Teamwork.

UNIT-III-Motivation and Coaching Skills of the Entrepreneurial Leader – Entrepreneurial Culture and Leadership – Entrepreneurial Leadership and Governance – The Creative, Innovative Leader -Communicating, Negotiating and Resolving Conflict and Sustainability – Cross-Cultural Management

UNIT-IV-Entrepreneurial Leadership Process – Challenges for Entrepreneurial Leadership in Organization -Corporate Entrepreneurship – Decision Making and Entrepreneurial Leadership – Entrepreneurial Growth Strategies and Leadership

UNIT-V-Strategic Leadership in Entrepreneurship – Leadership in a Diverse World – Developing Leaders and Planning Succession – Contemporary Issues in Entrepreneurial Leadership – Leadership Issue for Future Entrepreneurs – Women’s Entrepreneurial Leadership.

Case Study (Not Exceeding 300 words)

Practical Component :

- Each student will identify an entrepreneurial leader. Profile leader's characteristics and success attributes in entrepreneurship.
- Students will form in to teams (consist of 6-8 students) and embark on mini research project on the leader and his/her organization and prepare an essay based on research that should include primary data about the leader, including an interview.
- Students will discuss critically how entrepreneurial leaders adapt elements of the entrepreneurial process to a variety of business and organizational contexts.

References :

1. Richard J. Goossen and R. Paul Stevens, 'Entrepreneurial Leadership: Finding Your Calling, Making a Difference, Kindle Books.
2. Richard J. Goossen, 'Entrepreneurial Excellence: Profit from the Best Ideas of the Experts', Kindle Books.
3. Danna Greenberg, Kate McKone-Sweet, and H. James Wilson, 'The New Entrepreneurial Leader: Developing Leaders Who Shape Social and Economic Opportunity', Berrett-Koehler Publishers; September 2011. (full text book available at <http://wtf.tw/ref/greenberg.pdf>).
4. Derek Lidow, Startup Leadership: How Savvy Entrepreneurs Turn Their Ideas into Successful Enterprises, Wiley, 2014.
5. Robert T. Kiyosaki, '8 Lessons in Military Leadership for Entrepreneurs, Plata Publishing, 2014

20BA455 : GLOBAL ENTREPRENURAL ECOSYSTEM

Subject Code :	20BA455	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To discuss the challenge of global entrepreneurship and the opportunities for it in a world in which the economic and cultural context is rapidly changing.
- CO-2 To address various aspects of global entrepreneurship and the opportunities available to start-ups and small businesses in the global environment.
- CO-3 To explore the opportunities that entrepreneurs create, the challenges they encounter, and the ways in which they exploit opportunities and address challenges to conduct business across national borders and cultures.
- CO-4 To examine entrepreneurship across different countries and cultures and the role of cross-cultural customs and institutional networks in affecting global and immigrant entrepreneurship.
- CO-5 To assess Management Issues in Global Entrepreneurship

UNIT-I - Introduction – International Entrepreneurship and International Business – Nature, Meaning and Scope of Global Entrepreneurship – Globalization and Global Entrepreneurship – Environment Entrepreneurial Opportunities and Challenges on a Global Perspective – Drivers of Global Entrepreneurial Ecosystems – Competencies and Characteristics of Global Entrepreneur – Approaches to Global Entrepreneur Ecosystem – Models of Global Entrepreneur Ecosystem.

UNIT-II - Motivation and Promotion to Global Entrepreneurship – Motivation, Types of IE, Foreign Country Selection – Collaborative Innovation at Global – Policies to Promote Global Entrepreneurial Ecosystems – Key Success Factors of Global Entrepreneurship – Immigrant and Ethic Entrepreneurship.

UNIT-III - Opportunity Assessment & Market Selection – Business Model Analysis - Global Business Planning – Global Venture Idea Feedback – Bottom of the Pyramid, Disruptive Innovation, & Industry/Market Analysis – Incubators and Entrepreneur Ecosystem in an International Context – IP Protection, Social Entrepreneurship, and International Ventures.

UNIT-IV - Global Entrepreneurial Strategy – Accessing Global Resources – Various Ways to Enter Global Markets – Global Franchising – Issues in Exporting – International Pricing & Payment Options - Cross-Cultural Customs and Communication Styles in Global Entrepreneurship – Implementing a Global Entrepreneurial Strategy – Legal and Ethics Issues in Global Entrepreneurship.

UNIT-V - Managing Global Entrepreneurial Enterprise – Management Issues in Global Entrepreneurship –Global Marketing Management – Global Human Resource management – Global Monetary System –Global Entrepreneurial Ecosystems (Overview) in Europe, China, Latin America, and Africa – Crisis Management in Global Entrepreneurship.

Case Study (Not Exceeding 300 words)

Practical Components:

- Students are asked to examine the any two global enterprises and present brief report on the same in seminar periods.
- The class will be divided into small groups (consisting of 6 students). The groups are to discuss and present their views on variety of enterprises in present corporate sector.

References:

1. Stephen Spinelli and Rob Adams, "New Venture Creation: Entrepreneurship for the 21st Century", McGrawHill/Irwin; 9 edition, 2011.
2. Wang, H and Yipeng, Lieu, Entrepreneurship and Talent Management from a global perspective, Global Returnees New Horizons in Management series Edward Elgar Publishing
3. Zoltan J Acs, Global Entrepreneurship Institutions and Incentive, Edward Elgar Publishing.
4. Jonathan Ortman, Building One Global Entrepreneurial Ecosystem, Publication of Kauffman foundation.

20GE11: EMPLOYABILITY SKILLS LAB (1L + 1P + 1T)

Subject Code :	20GE11	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To analyse the programme curriculum covers written and spoken English, business communication, resume writing and interview skills, pronunciation, etiquette, leadership skills and more, making it a comprehensive training on employable skills.
- CO-2 To develop non-technical skills and competencies that has always been an important part of effective and successful participation in the workplace.
- CO-3 To be employable by honing their skills to meet the demands of today's world.
- CO-4 To enhance performance in the career and life.
- CO-5 To Create a Power Point and other Presentations.

UNIT-I - Communication – Meaning and Significance for Managers-Public Speaking-Speaking in Meeting–Workplace Communication – One to one Communication – Different Styles of Communication-Interpersonal and Intrapersonal Skills-Reading ability – Importance of Listening in Communication.

UNIT-II - Presentation Skills – Writing Oral Presentations – Using Visual Aids in Oral Communication –Communicating Across Cultures – 7 Cs of Communication – Body Language- Tips on how to Create a Power Point and other Presentations.

UNIT-III - Goal Setting – Creating Individual Action Plans – Article Writing – SWOT Analysis – Event Management – (Training Students to Organize Events and present a report on Event organized).

UNIT-IV - Case Study – Case Analysis – Discussion and Presentation – Team Building and Team Work –Innovation and Creativity – Emotional Intelligence – Self Management

UNIT-V - Business and Corporate Etiquettes – Overview of Interview- Self introduction at Various Forums and During Interview – Mock Interview – CV Preparation-Group Discussion.

Practical Component:

- Public Speaking
- Different styles of Communication (Role Play)
- Presentation Using Visual aids (Power Point Presentation)
- Goal Setting (Preparing individual action Plans including Short term and Long term)
- Article Writing
- SWOT Analysis (Individual SWOT)
- Event Management (Present a report about any Events organized by Student Group)
- Case Study analysis (Individual & Group Discussion about Case)
- Emotional Intelligence (Analyzing individual Students EQ)
- Etiquette for Managers (Practicing different etiquettes in classroom)
- Interview preparation
- Mock Interviews (Activity)
- Self-Introduction
- CV Preparation

References:

1. Bovee, Thill, Schatzman, (2005), Business communication Today, Pearson Education
2. Meenakshi Raman Prakash Singh, Business communication, Oxford University Press.
3. E.H.McGrath,S.J ,Basic Managerial Skills, PHI Pvt. Limited
4. Chaturvedi&Chaturvedi, (2006), Business communication, Pearson Education
5. NamartaPalta, The art of Effective communication, Lotus Press, New Delhi,2007.
6. S.K.Mandal, Effective Communication and Public Speaking, JaicoPublishing
7. PriyadarshiniPatnaik, Group Discussion and Interview Skills, Cambridge University Press PVt.Ltd.

20GE13:SELLING& NEGOTIATION SKILLS LAB

Subject Code :	20GE13	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To imbibe in the students, critical sales competencies that drive buying decisions;
- CO-2 To give insights into how to boost individual and organizational productivity through sales lead management;
- CO-3 To introduce basic theoretical principles and particular steps in the negotiating process.
- CO-4 To assess Negotiation Skills
- CO-5 To analyse Different Phases of Negotiation

UNIT-I - Nature and Role of Selling: Importance of Selling – Role in the Context of Organization – survival and growth – Types of Selling: Differences in Selling Situations, New Business Versus Service Selling – Newton's Classification of Sales Types – McMurry and Arnold's classification of selling Types – Consumer Indirect Selling, industrial Selling, Missionary, Sales team/group Selling Merchandising, Telesales, Franchise selling, International selling.

UNIT-II - Attributes of a Good Salesperson – Personality and Physical Characteristics, Enthusiasm, Confidence, Intelligence, Self-Worth, Knowledge-product, Competition, Organization, Market, Customer, Territory: Communication Skills, Persuasive Skills. (To be supplemented by live exercises on personal selling)

UNIT-III - Personal Selling Skills – The opening – Need and problem identification-the Presentation and Demonstration – Dealing with Objections – Negotiations – Closing the Sale -follow up (to be supplemented by live expertise on personal selling)

UNIT-IV - Negotiation Skills – Goal, Collaborative/Win-Win not Compromise – Pyramid of Success: Power, Time, and Information – Opponent: Visceral or Idea, (To be supplemented by live exercises on personal selling)

UNIT-V - Different Phases of Negotiation – Pre-Negotiation – Opening-Information Sharing – Problem solving – Agreement – Breakdown in Negotiation – Barriers that Create Impasse – Overcoming Barriers –People Problem – Mediation – Arbitration – Ethics.

Practical Component

- Dividing students into groups and give a scenario to negotiate and reach conclusion.
- Reading: 8 Habits of Highly Effective People; Apply the concepts to understand how people approach negotiation through different mind – sets.
- Conduct Role Plays for different scenarios.
- Solve various case studies dealing with conflict between teams and organizations.
- Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

References:

1. Roy J. Lewicki, David M. Saunders, Bruce Barry, Negotiations, 5/e, McGraw Hill, 2005.
2. George Seidel, Negoting for sucess :Essentail strategies and skills, University of Michigan.
3. Patric Forsyth, Negotiaon skills for rookies.
4. David Goldwich, Win-Win Negotiations, ST training solutions
5. Brian Tracy and ZigZiglan, Persuasive selling and power negotiations

20GE14 :STATISTICAL SOFTWARE APPLICATIONS LAB

Subject Code :	20GE14	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

- CO-1 To give an overview of the capabilities of popular statistical software packages.
- CO-2 To train students in handling data files and carry out basics statistical analysis.
- CO-3 To give hands on experience about basic hypothesis testing using t-Tests, Chi-square tests and ANNOVA.
- CO-4 To train students in using advanced tools such as regressions, MDS, factor analysis etc.
- CO-5 To acquire knowledge about Advanced Tools

UNIT-I - An Overview of Statical Software – Introduction to SPSS/SAS/ Systat – Introduction to various menus, Data file, Output file, frequently – used dialog boxes, Editing output, printing results. Creating and editing a data file -Variable and data view, Value Labels – Managing Data: Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files, Visual Binning.

UNIT-II - Frequencies – Frequencies, bar charts, histograms, percentiles – Descriptive statistics – Measures of centra; tendency, variability, deviation from normality, size and stability – Cross Tabulation and chi-square analyses – The means Procedure – Graphs – Creating and editing graphs and charts.

UNIT-III - Bivariate Correlation – Bivariate Correlation, Partial and the Correlation Matrix – T-test Procedure: Independent – Samples, Paired Samples, and one Sample Tests – Non ParametricTests: Chi-square Test, 1 sample test, 2 Independent samples tests, k independent samples, 2 Related Samples Test - K-Related Samples.

UNIT-IV - ANOVA Procedure – One-way Analysis of Variance – General Linear model: Two-way Analysis ofVariance, General Linear Model: Three-way Analysis of Variance and Influence of Covariates

UNIT-V - Advanced Tools – Simple Liner Regression, Multiple Regression Analysis – Multidimensional Scaling – Reliability Analysis – Factor analysis – Cluster Analysis.

Practical Component

- Ask students to create and enter variables and cases in SPSS sheet.

- Ask students to prepare charts, diagrams, means, S.D. percentages, frequencies cross-tabs applications in SPSS.
- Ask students to apply correlations, regressions, ANOVA and non-parametric tests in SPSS.
- Ask students to perform factor analysis, cluster analysis to dummy data sheets prepared for the purpose of hands on experience.

Reference Text Books:

1. Mathew J. Zagumny, A student Guide to the statistical package for the social sciences,
2. Allan C. Elliot., Wyner. A., Woodward, AS Essentials Mastering SAS for Data Analytics, 2nd Edition, Wiley Publishers.
3. David R Lemnoon., Joseph L. Schafer, Developing Statistical Software In Fortran 95, Springer Publishers.
4. Sally A lesik, Applied statistical inference with Minitab
5. Rob Thomas, Data Analysis with R statistical softwares, Kindle edition 6. John M Chambers, Software for Data Analysis, Springer.

20CO111: MANAGEMENT THEORY AND PRACTICE (4L + 1T + 1P)

Subject Code :	20CO111	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To provide knowledge and understanding of the Principles of Management will enable the students gain valuable insight into the workings of business and other organizations.
- CO-2 To enable the students understand the managerial functions and practices of various
- CO-3 To make the students understand elements of organizing and staffing.
- CO-4 To evaluate the influence of effective communication, motivation and leadership
- CO-5 To understand the significance of managerial control and formulate best control methods.

Unit–I: Introduction: Management, Concept, Significance, Levels, Skills, Functions and Principles - Management as an Art, Science and Profession – Social responsibilities of business.

Unit–II: Planning: Nature, Purpose, Process of Planning, Types of Plans – Premising & Forecasting, Decision Making: Concept, Process, Management By Objectives: Concepts, Process. Advantages and Limitations.

Unit–III: Organizing: Process - Formal and Informal Organizations -Departmentation: Methods of Departmentation, Span of Control; V.A. Graicuna’s Theory - Factors Determining Span of Control - Delegation: Concept, Process, Advantages and Principles of Effective Delegation; Decentralization: Factors, Advantages and Disadvantages. Line and Staff: Concept-Reasons for Conflicts between Line and Staff and Measures to Overcome; Committees, Types of Committees.

Unit–IV: Staffing: Nature and Importance of Staffing, Elements of Staffing. Directing: Meaning, Assumptions of Human Behavior by Douglas McGregor, Edgar Shien and Elton Mayo.

Unit–V: Motivation: Significance, Process-Theories of Maslow, Herzberg, Porter and Lawler; Leadership: Trait Approach, Leadership Styles, Managerial Grid; Likert’s Four Systems of Leadership- **Communication: Importance, Process, Barriers, Measures to overcome Barriers of an Effective Communication. Controlling: Basis - Control Process, Requirements of adequate Control - Techniques of control, PERT and CPM.**

Suggested Books:

- Heinz Wihrich., H.Koontz and Markv Cannice, *Management*, 13ed. 2010, Tata McGraw, New Delhi
- Prasad L.M, Principles and Practice of Management, Edition2019, Sultan Chand and Sons, New Delhi.
- Rama Swamy T, Principles of Management. First Ed.,.2014, Himalaya Publishing House, Mumbai.
- Stoner, J. *Management*, 6th ed., 1995, Pearson Education, New Delhi.

20CO112: BUSINESS ECONOMICS

Subject Code :	20CO112	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To outline expert knowledge about the concept of managerial economics, to analyze the students to understand the concepts of demand, utility and demand forecasting.
- CO-2 To Organize an insight in the basic features of production and cost function.
- CO-3 To explain the students to familiarize with different market structures and its importance
- CO-4 To experiment impart knowledge on the concepts of pricing and pricing policy.
- CO-5 To understand Pricing Practices of Firms

Unit-I: Introduction – Definition, Nature and Scope of Managerial Economics; Economic Goals of a Business Firm: Profit Maximization Vs Wealth Maximization, Sales Revenue Maximization.

Unit-II: Consumer Equilibrium under Cardinal and Ordinal Utility - Demand Analysis – Law of Demand – Demand Function and determinants of Market Demand – Concept of Price, Cross, Income and Promotional Elasticity; their measurement and relevance in Managerial Decision – Making Methods of Demand Forecasting.

Unit-III: Firm’s Equilibrium – Iso-quant and Iso-cost analysis; Least – Cost Combination of inputs – The law of Diminishing Marginal Returns in Production – Production Function – Total Product, Marginal and Average Product Curves, their inter – relationships – Cobb – Douglas Production Function and its relevance - Scale and proportion, Cost Functions – Derivation of total, marginal and average cost functions – Long run cost curves

Unit-IV: Market Structures and their characteristics – Pricing and output Decisions of firm under different Market structures – Perfect Competition, Pure Monopoly, Oligopoly, Monopolistic / Imperfect Competition under short and long runs. Discriminative Monopoly Regulation of Monopoly through Prices and Taxes.

Unit-V: Pricing Practices of Firms – Objectives of Pricing Policy – Approaches to Pricing New Products; Skimming Price, Penetration Pricing, Costs Plus Pricing, Managerial Cost Pricing, Psychological Pricing, Odd Number Pricing, Regulated Pricing, Predatory Pricing.

Suggested Books

- Gauvrav Datt and Ashwani Mahajan, Indian Economy. 5th Ed, 2015, S Chand and Co, New Delhi.
- Mithani DM, Managerial Economics-Theory and Applications,5th Ed,2010,Himalaya publishing house ,Mumbai.
- Thomas R, Christopher Charles, Maurice, “Managerial Economics: Concepts and Applications”, 4th 2012, Tata McGraw-Hill, New Delhi..
- Sudip Chaudhuri, Anindya Sen, Economics,19th Ed,2016,Tata Mc Grail Education Pvt Ltd, New Delhi.

20CO113: BUSINESS ENVIRONMENT

Subject Code :	20CO113	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To understand the concept of business and elements of business environment.
- CO-2 To explain the effects of government policy on the economic environment of business.
- CO-3 To improve the ability to recognize and manage legal risks in business decision making.
- CO-4 To understand and appreciate the social aspects of business.
- CO-5 To develop an idea of international environment and recent issues in environment.

Unit-I: Business Environment: Components and Significance - Nature of Business Environment - Techniques of Environmental Scanning and Monitoring – **Economic Scope – Cultural, Political, Technological and External Factors Influencing Business Environment –Challenges- Economic systems.**

Unit-II: Economic Environment of Business: Significance for Business – Economic Planning – Objectives and Achievements; Government policies – Industrial policy of 1991; Fiscal policy; **Economic Reforms and LPG**

Unit-III: Political and Legal Environment of Business: Political Institutions – Legislature, Executive and Judiciary – Changing Dimensions of Legal Environment in India; **Patents Act-1970, SICA-1985, SEZ Act-2005.**

Unit-IV: Cultural and Technological Environment: Elements of Socio – Cultural Environment; Impact on Business – Social Audit - Technological Environment in India; Technology Transfer – Technology Policy.

Unit -V: International and Recent Issues in Environment: Multinational Corporations; Foreign Collaborations and Indian Business; International Economic Institutions: **WTO, World Bank, IMF and their importance to India;** Foreign Trade Policies.

Suggested Books

1. Francis Cherunilam, *Business Environment*, 25th revised edition 2017, Himalaya Publishing House, Mumbai.
2. Fernando, A.C., *Business Environment*, 1st edition 2011, Pearson, Delhi.
3. Suresh Bedi, *Business Environment*, 1st edition 2005, Excel Books, New Delhi,
4. Adhikary.M. *Economic Environment of Business*, 2004, Sultan Chand & Sons, New Delhi.
5. Aswathappa.K. *Essentials of Business Environment*, 12th revised edition 2014, Himalaya Publishing, Delhi.
6. Justin Paul, *Business Environment*, Text and Cases, 12th edition 2018, Tata McGraw Hill.
7. H.L.Ahuja, "*Economic Environment of Business*", 13th edition 2016, S.Chand, New Delhi.

20CO114: ENTREPRENEURSHIP DEVELOPMENT & BUSINESS MODELS

Subject Code :	20CO114	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To understand the concept of Entrepreneurship and role of women entrepreneurs.
- CO-2 To know the importance of ideas in entrepreneurship and the ability to assess business potentiality of ideas.
- CO-3 To know the need for financial planning and preparation of business plans.
- CO-4 To analyze various business models in the emerging scenario.
- CO-5 To provide insights of business excellence models.

UNIT-I:

Entrepreneur: Evolution, Characteristics, Types, Functions of Entrepreneur - Factors influencing entrepreneurship - Barriers to entrepreneurship - Growth of Entrepreneurship in India - **Women entrepreneurship in India - Role of Entrepreneurship in Economic Development**

UNIT-II:

Idea Generation and Opportunity Assessment: Importance of Ideas in Entrepreneurship - Sources of New Ideas – Techniques for generating ideas- Steps in assessing business potential of an idea- **Opportunity Recognition- sources and process- Steps in tapping opportunity.**

UNIT-III:

Financing Of Enterprises: Need for Financial Planning- Sources of finance, Capital Structure, Term-loan, - Sources of Short-Term Finance, Venture capital, Export Finance,- **Institutional Finance To Entrepreneurs, - Preparation of Business Plans.**

UNIT-IV:

Business Model: Definition -- **Generating a business model** – Nine building blocks of a canvas (Value Propositions; Key Activities; Key Partners; Key Resources; Customer Relationships; Customer Segments; Channels; Cost Structure and Revenue Streams)

UNIT-V:

Business Excellence Models: Core values and concepts – Business Excellence frameworks of USA (MBNQA); Europe (EFQM) and CII-EXIM Model of India.

TEXT BOOKS

1. Osterwalder, Alexander and Yves Pigneur; “Business Model Generation”, John Wiley & Sons, New Jersey, 2012.
2. Roy Rajeev, “Entrepreneurship“ Oxford Latest Edition, 2008

REFERENCE

1. Arya Kumar, Entrepreneurship, 1st Edition, Pearson, Delhi, 2012.
2. Poornima M. Ch., Entrepreneurship Development- Small Business Enterprises, 1st Edition, Pearson, Delhi, 2009
3. Afuah, Allan; “Business Models: A Strategic Management Approach”, 1st Edition, McGraw-Hill, New York, 2004.
4. E. Gordon & K. Natarajan “Entrepreneurship Development” 6th Revised Edition, Himalaya Publishing house, 2008,
5. Coulter, Entrepreneurship in Action, 2nd Edition, PHI, 2002.

20CO115: INFORMATION TECHNOLOGY FOR BUSINESS

Subject Code :	20CO115	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To explain the role of Information Technology in Business
- CO-2 To illustrate the Information Technology Infrastructure
- CO-3 To describe Information Systems Support to for Business Functions
- CO-4 To represent Data, Knowledge and Implication of Decision Support Systems
- CO-5 To relating Strategic Advantage and Information Technology.

Unit-I: Information Technology (IT) in Business Environment: Business in the Information Age - Pressures and Responses, **Why do we need to know about Information Technology**, What is an Information System, Capabilities of Information Systems - Basic concepts of Information Systems, organizations - Structures and **IT support - IT support at different organizational levels, Managing IT in organizations.**

Unit-II: IT Infrastructure: Computer Hardware - Input Technologies, Output Technologies - Computer Software - Types of software, general functions of Operating system, Types of application software - Managing organizational Data and Information - Basics of Data arrangement and Access, Traditional file Environment. **Databases: Modern Approach, Database Management Systems - Logical Data Models, Data Warehouse. Telecommunications systems and Networks - Network communications software, Internet: Services provided by Internet, World Wide Web, Intranets and Extranets.**

Unit-III: Information Systems to Support Business Functions: Transaction Processing Systems, Accounting and Finance Systems, Production Management Systems, Human Resources Management Systems, Integrated Information Systems and Enterprise Resource Planning, Inter-organizational/Global Information Systems. **Electronic Commerce - Types, Benefits of E-Commerce, Infrastructure and E-commerce support, Legal and ethical issues in E-commerce.** Computer-based Supply chain management and IS Integration: IT supply chain support and systems Integration: Enterprise Resource Planning.

Unit-IV: Data, Knowledge and Decision Support: Decision making and Decision support systems, Enterprise Decision support, Knowledge Management and Organizational Knowledge bases. Intelligent systems in Business: Expert systems, Intelligent Agents.

Unit-V: Strategic Advantage and Information Technology: Strategic Organizations in the Information Age, Business Process Re-engineering, Virtual corporations and Information Technology - **Implementing IT: Ethics, Impacts and Society, Ethical Issues, Impact of IT on Organizations and Jobs, on Individuals at Work, Societal Impact and Internet Communities, Protecting Information Systems.**

Reference Books:

1. V. Rajaraman- Introduction to Information Technology 2nd Edition (2013), PHI
2. Alexis Leon, Mathew Leon, Fundamentals of Information Technology, 2nd Edition (2015) LeonVikas.
3. Turban/Rainer/Potter- Introduction to Information Technology, 3rd Edition Willey.

20CO116: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Subject Code :	20CO116	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To provide students with knowledge of mathematical models for quantitative analysis of managerial problems in Industry.
- CO-2 To develop the ability to evaluate the forecasting models like correlation and regression analysis.
- CO-3 To enable the students understanding probability concepts and its applications in business.
- CO-4 To evaluate the probability distributions and its applications in industry.
- CO-5 To understand the significance of testing of hypothesis in managerial decision-making.

UNIT-I: Matrices, Differentiation, Permutations and combinations: Matrices –Basic concepts ,Solving system of equations with Cramer’s rule and Inverse method - Differentiation and integration of simple functions and their applications- Permutations and Combinations.

UNIT-II: Correlation and Regression: Correlation: Types of Correlation - Simple and Rank Correlation coefficient in the case of two variables- Regression: Meaning and importance of Regression Analysis. Estimation of Lines of Regression in the case of two variables.

UNIT-III: Probability: Concept of Probability: Definitions of Probability, Addition Theorem of Probability, Conditional Probability and Multiplication theorems of Probability, Baye’s Theorem of Probability and its **Applications.**

UNIT- IV: Theoretical distributions: Binomial Distribution, Poisson distribution and Normal distribution – their **Properties and Applications.**

UNIT-V: Testing of Hypothesis: Concept of Testing of Hypothesis, Types of Errors, Standard deviations and Proportions, Z- test for Means, T-test, F-test for two variances and Chi-Square test for goodness of fit and independent of Attributes and their Applications – Confidence intervals.

Suggested Books:

1. S.C. Gupta.-, Fundamentals of Statistics, 7th Revised Edition (2013) Himalaya Publishing House, New Delhi..
2. Sharma, J.K.-, Fundamentals of Business Statistics, 2nd Edition (2000) Pearson Education, New Delhi..
3. Sancheti, Dc & V.K Kapoor, Business Mathematics, 3rd Edition (2014) Sultan Chand & Sons, New Delhi..
4. Arora, P. N., S. Arora- Comprehensive Statistical Methods, 2nd Edition (2007) S. Chand, New Delhi.
5. Sharma, J.K., Quantitative Methods- Theory & Applications, 3rd Edition (2010) Macmillan New Delhi.

20 CO211 :FINANCIAL ACCOUNTING AND PACKAGES

Subject Code :	20CO211	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 To understand the fundamental accounting concepts and the elements of financial statement.
- CO 2 To acquire the knowledge on preparation of financial statements.
- CO 3 To understand the financial statement analysis.
- CO 4 To gain knowledge on various cost management techniques.
- CO 5 To provide hands on experience on accounting tally and gain proficiency in creating solutions in financial accounts and management.

Unit-I: Introduction to Accounting: Concept – Importance and scope – Generally Accepted Accounting Principles – Objectives, Nature and Scope of Financial Accounting. – Cost Accounting – Management accounting.

Unit-II: Preparation of Financial statements: Income statement and Balance sheet –Inventory valuation (Theory) and Depreciation (Theory).

Unit-III: Financial Analysis: Objectives – Ratio Analysis – Funds Flow & Cash Flow Analysis.

Unit- IV: Management Accounting: Marginal Costing – CVP analysis – Standard costing and Variance analysis.

Unit- V: Accounting Package- Tally (Theory and practical)

References

1. G. Prasad & V. Chandra Sekhara Rao, Accounting for Managers, Edition 12th (2010), Narayana offset printers, Jai Bharat Publications, Guntur.
2. Meigs & Meigs, Accounting the Basis for Business Decisions, 9th Edition (1993), Tata McGraw Hill, New Delhi.
3. Shashi K. Gupta, R.K. Sharma, Accounting for Managerial Decisions, 2nd Edition (2004), Kalyani publishers, New Delhi
4. K. RajeshwaraRao& G. Prasad, Accounting & Finance, 12th Edition, (2010), Jai Bharat Publishers, Guntur

5. Jain, S. P., and Narang, K., Financial Accounting. 5th Edition, (2005) Kalyani Publishers, Ludhiana.

20 CO212: FINANCIAL MANAGEMENT

Subject Code :	20CO212	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 To understand the perspective on financial management function in the company and in its relation to domestic and international economy.
- CO 2 To provide illustration on financial management practices and policies, processes, techniques and strategies those are used in the financial management.
- CO 3 To develop knowledge on the type and characteristics of problems and the possibility of the occurrence of financial management problems,
- CO 4 To develop planning skill and monitoring skill in financial management functions effectively.
- CO 5 To apply the appropriate working capital management strategy to face the company challenges.

Unit–I: Introduction: Nature, Scope and Objectives of Financial Management: Finance Function–Profit Goal vs. Wealth Goal Maximization - Financial Manager in Modern business Organizations (Theory)

Unit–II: Investment decision: Capital Budgeting process –Methods of appraisal: Traditional Techniques and Discounted Cash Flow Methods – NPV vs. IRR - Capital rationing (Theory & problems)

Unit–III: Financing decisions: Concept of leverage – Types of Leverages –EBIT – EPS Analysis – Capital Structure – Theories of Capital Structure – Net Income approach – Net Operating income approach – Traditional view – MM Hypothesis Cost of Capital: Types of Cost of Capital - Weighted average Cost of capital. Capital Structure Determinants.(Theory & problems)

Unit–IV: Dividend decisions: Kinds of dividends, Dividend Policy types, Dividend Theories – Walter’s Model – Gordon’s Model – M-M Hypothesis (Theory & problems)

Unit–V: Working Capital Management: Meaning, Significance, Types of Working capital, Determinants of working capital, and Methods of Measuring working Capital Requirements

- Operating cycle -Financing of Working Capital-Management of Cash, Receivables, and Inventory (Theory & problems)

References

1. Chandra Bose D., Fundamentals of Financial Management, 2nd Edition (2006) Prentice Hall of India.
2. Khan M Y and Jain P. K., Basic Financial Management: Text and Problems, 2nd Edition (2005) Tata McGraw Hill.
3. Pandey I M., Financial Management, 11th Edition (2015) Vikas Publishing House Pvt. Ltd.
4. .Pandey & Bhat, Cases in Financial Management, 2nd Edition (2000) Tata McGraw Hill.
5. Prasanna Chandra, Financial Management - Theory and Practice, 10th Edition (2019) Tata McGraw Hill.

20CO213 :HUMAN RESOURCE MANAGEMENT

Subject Code :	20CO213	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO-1 To cover the basic concepts of Human Resource management.
- CO-2 To contribute the development of human resource planning, implementation, and evaluation of employee recruitment, selection, and retention plans and processes)
- CO-3 To develop, implement, and evaluate employee orientation, training, and development programs
- CO-4 To administer and contribute to the design and evaluation of the performance management program
- CO-5 To develop the students' ability to learn concepts like compensation, employee welfare, and industrial relation issues

Unit- I: Human Resource Management: Nature and significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing Environment.

Unit-II: Human Resource Planning: Objectives, process, factors affecting HR Planning, Requisites for successful HR Planning, Recruitment – Factors influencing, Sources of Recruitment – E- Recruitment-Selection Process – Placement, induction and Socialization – Promotion and Transfers

Unit-III: Employee Training: Significance – Identification of Training Needs – Employee Training Methods – Executive Development Methods – Evaluation of Training and Development Programs – Methods of Evaluation -Limitations to its effectiveness

Unit-IV: Performance Appraisal: Scope & Significance – Methods of Appraisal – Limitations of Appraisal - Career Planning and Development – Counseling- Mentoring-Coaching

Unit – V:Wage and Salary Administration: Wage Structure and Policy – Wage Differentials – Wage Payment Methods – Incentives – Fringe Benefits –Industrial Relations: Causes of Disputes and Settlement - Role of State in Industrial Relations - Collective Bargaining -Employee Participation in Management - Quality of Work Life.

References:

1. Aswathappa. Human Resource Management 6thEdition (2010). Tata McGraw Hill, New Delhi.
2. Biswanath Ghosh. Human Resource Development and Management, (2005) Jain Book Depot , New Delhi
3. C. B. Mamoria. Personnel management 21stEdition (2012). Himalaya Publishing House , New Delhi:
4. Edwin Flippo. Personnel management 5thEdition (1994). Tata McGraw Hill, New Delhi.
5. Rajashree Shinde, A. Abhilasha, A. Ramakumar Human Resource Management 1st Edition (2017). Himalaya Publishing House, New Delhi.
6. Sahni Personnel Management 5th Edition (2005). Kalyani Publisher, New Delhi.
7. SubbaRao. Human Resources management 12thEdition (2011). Himalaya Publishing House, New Delhi.
8. V. S. P. Rao, Human Resources Management, 3rd Edition (2010). Excel Books, New Delhi.

20CO214 :MARKETING MANAGEMENT

Subject Code :	20CO214	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO-1 Understand the concepts of marketing and to know the changing context of marketing environment.
- CO-2 Appreciating the knowledge of consumer behaviour in implementing the marketing strategies to satisfy target customer and also distinguish between Marketing Information System and Market Research.
- CO-3 Conceptual understanding of product management and issues relating with marketing of services.
- CO-4 Understand different price strategies and the dynamics of channel management.
- CO-5 Be able to know the elements of promotion mix and the importance of integrated marketing communications.

Unit-I: Marketing-Concepts-Approaches to the Study of Marketing – Functions of Marketing-Marketing Environment.

Unit-II: Consumer Behavior – Factors affecting Consumer Behavior- Market Segmentation – Market Targeting and Positioning – Marketing Information System and Marketing Research.

Unit-III: Marketing Mix: Product Planning – New Product Development – Product Life Cycle– Branding &Packaging – Product line- Product Mix Management- Product Vs Service.

Unit-IV: Pricing and Distribution: Pricing Objectives – Methods and Strategies; Channels of distribution – Channel Selection and Management -Retail Management.

Unit-V: Promotion: Promotion Mix-Personal Selling-Advertising - Sales Promotion, Publicity and Public Relations – Direct Marketing; Promotional strategies- Web Marketing – Integrated Marketing Communications.

References

1. Aparna Tembulkar, Marketing Management, 2nd Edition. (2014) Nirali Prakashan, Pune.
2. Kazmi S H, marketing Management: Text and Cases, 1st Edition, (2007), Excel Books, New Delhi.

3. Philip Kotler, Kevin Lane Keller, Marketing Management –Global Edition, 15th Edition. (2016) Pearson India Education Services Pvt Ltd.
4. Rajan Suksena, Marketing Management, 5th Edition.(2017) McGraw Hill Education (India) Private Limited.
5. Ramaswamy, Namakumari, Marketing Management: planning, Implementation & Control, 6th Edition, (2018), Sage Publisher, New Delhi.
6. Sherlekar S.A, Marketing Management, 13th Edition, (2008), Himalaya Publishing House, Mumbai.

20CO215 :BUSINESS RESEARCH METHODS

Subject Code :	20CO215	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO-1 To understand basic concepts of research and formulate research problems and process.
- CO-2 To generate an awareness of research design and data collection methods.
- CO-3 To develop and understand of sampling design and techniques.
- CO-4 To understand how to analyse and interpretation of the data.
- CO-5 To provide expert knowledge about to write a research report and thesis.

Unit –I : Introduction-Importance of Research, Types of research , Research Process-Problem Identification- Formulation-Classification, Concept and Construction of Hypothesis – Steps in Testing Hypothesis.

Unit-II: Research Design-Meaning, purpose and Principles – Types of Research Design – Exploratory- Descriptive- Experimental, Data Collection-Sources of Data-Methods of Data Collection-Questionnaire Design and Pre Testing of Questionnaire.

Unit-III: Sampling & Sampling Designs-Determination of Sample Size-Census Survey Vs Sample Survey –Advantages of Sampling-Sampling Methods-Probability Sampling-Non Probability Sampling.

Unit-IV: Data Tabulation-Analysis and Interpretation: Tabulation of data and general rules of tabulation Graphic and Diagrammatic Representation of Data-ANOVA-One way and Two way classification

Unit-V: Research Report Writing and Presentation: Concept, Purpose, Guidelines for Research Report Writing –Steps in Report Writing-Layout of Report-Types of Research Reports-Presentation of Research Report.

Reference Books:

1. Panneer Selvam- Research Methodology, 2nd Edition (2014) PHI
2. Bhattacharya D.K., “Research Methodology” New Delhi. 2nd Edition (2006) Excel Books
3. Cooper, “Business Research Methods”, , New Delhi. 11th Edition (2012) Tata McGraw Hill

20CO216 :E-COMMERCE

Subject Code :	20CO216	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO-1 To remember and understand the basic concepts of E-commerce, E-business Internet and World Wide Web.
- CO-2 To understand how different technologies are implemented in e-commerce.
- CO-3 To analyse the role of e-marketing and advertisements in e-commerce.
- CO-4 To analyse the impact of CRM and SCM on e-commerce.
- CO-5 To learn about different types of electronic payment system, protocols, security schemes and cash less economy.

Unit-I : History of E-commerce and Indian Business Context: origin of E-commerce – Traditional vs. E-Commerce - Internet and World Wide Web- Business Models for e-Commerce-B2C, B2B, C2C & C2B, Merits and Limitations- Advantages and Disadvantages of E-commerce - Introduction to E-business -E-commerce vs E-business

Unit-II: Technologies of the World Wide Web- Internet client-server application-Telnet, PTP, IRC, Chat, ICQ & MIME, Networks & Internet :communication switching -Network routers-URL-IPv6-TCP web site-Website goals & Objectives Strategies for website Development-ISP Broadband Technologies- Hypertext- JavaScript and XML

Unit-III: E-Marketing- Traditional Marketing, Online Marketing- Advantages of online Marketing - Advertisements in E-commerce- various means of advertising- advertisement strategies-Intelligent Agents.

Unit-IV: CRM-Traditional methods-Technology support-E-CRM-Customer Life Cycle- CRM Capabilities and Customer Life Cycle-Data Mining in CRM - e-Supply Chain- Old ways of Managing supply and information flow-new ways of managing supply chain- several ways to reduce inventory- Real time benefits of e-Supply Chain- objectives of SCM -E-supply chain Components and architecture-Major trends in E-SCM

Unit-V: E-Commerce Payment Systems-Electronic Payments with Protocols-Security schemes-Electronic Fund Transfer and Debit Cards-E-Cash, Properties of E-Cash-E-Cash in Action- Operational Risk and E-Cash-Legal issues- E- Cheque - Risk and E-Payments Systems- Cashless Economy

References

1. PT Joseph SJ E-Commerce, An Indian Perspective, 3rd Edition, Volume 2, (2010), Prentice Hall of India
2. Effraim Turban, Joe Lee, David Kind-H Michael Chung E-Commerce, A Management Perspective, 6th Edition (2009), Pearson Education Asia.
3. Pandey US & ShuklaEr. S., E-Commerce & M- Commerce Technology, Revised Edition (2018), S. Chand& Company New Delhi.
4. Gary P. Schneider, E-Commerce Strategy Technology & Implementation, 9th Edition (2012), Cengage Learning, New Delhi.
5. Trepper, E-Commerce Strategies, Prentice Hall of India (2006) revised Edition, New Delhi.
6. Jonathan Reynolds, E-Business A Management Perspective 2nd Edition (2009), Oxford University Press.

20GE07 :SPREAD SHEET & COMPUTERISED ACCOUNTING PACKAGE (1L + 1T + 1P)

Subject Code :	20GE07	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications,
- CO 2 To provide students hands on experience on MS Excel Utilities,
- CO 3 To gain proficiency in creating solutions for Data Management and Reporting.
- CO 4 To provide hands on experience on accounting tally and gain proficiency in creating solutions in financial account and management.
- CO 5 To acquire knowledge on ledger creation and inventory creation.

UNIT- I: Introduction: Understanding Excel's Files, Ribbon and Shortcut - Create a workbook – Enter data in a Worksheet - Format a Worksheet, Format Numbers in a Worksheet – Create an Excel Table-Filter Data by Using an AutoFilter, Sort Data by using an AutoFilter-Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts – Working with Cells and Ranges: Formatting Cells, Name Manager - Visualizing Data Using Conditional Formatting: Apply Conditional Formatting - Printing Your Work: Print a Worksheet , Using Print Preview & Other Utilities -

UNIT- II: Lab based Evaluation-1: Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text - Upper, Proper, Lower, Concatenate, Text to Column-Creating Formulas That Look Up Values: VLookup, HLookup, Match & Index

UNIT- III: Lab based Evaluation-2: Creating Formulas for Financial Applications: Introduction to Formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations - Creating Charts and Graphics: Chart Your Data, Creating Sparkline Graphics, Using Insert Tab Utilities - Using Custom Number Formats: Right Click, Format Cells Window - Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply Data Validation & using Utilities from Data Tab - Analyzing Data with the Analysis Tool Pak: ANOVA, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test.

UNIT- IV: Computers and Accounting: Fundamentals of Computerized Accounting - Computerized Accounting Vs Manual Accounting - Features of Tally - Procedure for Creating a New Company-Directory Name / Mailing Name / Address / Groups Creation –Editing and Deleting Groups-Display of Predefined Vouchers - Voucher Creations and Alteration of Vouchers while or after Entering Transaction - Types of Vouchers - Payment Voucher - Receipt Voucher - Sales Voucher- Purchase Vouchers.

UNIT- V: Accounting Tally: Ledger - Groups in Tally - Primary Groups, Sub-groups, Creation of Ledger-process of Creation of Ledger - Balance Sheet at the Gateway of Tally - Method of Showing Trading, Profit and Loss account and Balance Sheet Creation of Inventory Reports - Creation of Stock Categories - Stock Items - Stock Groups.

References:

1. Tally - Accounting software S. Palanivel - Marghan Publications
2. Computer Applications in Business - Dr. Rajkumar

Learning Resources:

- 1 Text Books Excel 2010 Bible [With CDROM]by John Walkenbach, John Wiley & Sons, 2010Edition
- 2 Reference Books Excel 2007 for Dummies by Greg Harvey New Perspectives on Microsoft Office Excel 2007
- 3 Supplementary www.hrdiap.gov.in/Downloads/04.MS%20Excel.pdf
Reading Material www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf
www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf
www.microagecs.com/apps/training/courseware/excel.pdf
www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf

4 Websites

- <http://office.microsoft.com/en-us/>
<http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx>
<http://office.microsoft.com/en-us/excel/>
<http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx>
<http://www.baycongroup.com/e10.htm>
<http://www.computerhope.com/shortcut/excel.html>

20GE02 :HUMAN VALUES AND ETHICS (1L + 1T + 1P)

Subject Code :	20GE02	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 To provide the basic understanding about importance of Value Education, Self-Exploration, and Human aspirations.
- CO 2 To understand the importance of Process for Value Education
- CO 3 To gain knowledge on Understanding Harmony in the Human Being
- CO 4 To understand the concept of Harmony in Myself
- CO 5 Understanding Harmony in the Family and Society – harmony in Human - Human Relationship

Unit – I: Introduction –Need, Basic Guidelines and Content

1. Understanding the need , basic guidelines, content and process for value Education
2. Self-Exploration – What is it? – its content and process: ‘Natural Acceptance’ and Experiential Validation – as the mechanism for self-explanation
3. Continuous Happiness and Prosperity – A look at basic Human Aspirations

Unit – II: Process for Value Education

1. Right Understanding, Relationship and Physical Facilities – basic requirements for fulfillment of aspirations of every human being with their correct priority
2. Understanding Happiness and prosperity correctly – A critical appraisal of the current Scenario 17
3. Method to fulfill the above human aspirations; understanding and living in harmony at various levels

Unit – III: Understanding Harmony in the Human Being

1. Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’
2. Understanding the needs of Self (‘I’) and ‘Body’
3. Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer)

Unit –IV: Harmony in Myself

1. Understanding the characteristics and activities of ‘I’ and harmony in ‘I’
2. Understanding the harmony of I with the Body - correct appraisal of Physical needs, meaning of Prosperity in detail
3. Programs to ensure Sanyam and Swasthya – practice exercises and Case Studies will be taken up in Practice Sessions.

Unit – V: Understanding Harmony in the Family and Society – harmony in Human - Human Relationship

1. Understanding harmony in the family – the basic unit of human interaction

2. Understanding values in human relationship; meaning of Nyaya and Program for its fulfillment to ensure Ubhay-tripti
3. Trust (Vishwas) and Respect (Samman) as the foundational values of relationship.

Text Books

- R R Gaur, R,Sangal, G.P Bagaria, 2009, A Foundation Course in value Education(English)
Pradeep Kumar Ramancharla, 2013, A foundation course in value education (Telugu)
R R Gaur, R Sangal G P Bagaria, 2009, Teacher's Manual (English)
Pradeep Kumar Ramancharla, 2013, Teacher's Manual (Telugu)

Reference Books

1. Ivan IIIich, 1974, Energy& Equity, The Trinity Press, Worcester, and harper Collins, USA
2. E.F. Schumacher, 1973, small is Beautiful; a study of economics as if people mattered, Blond & Briggs, Bratrain
3. A Nagraj, 1998, Jeevanvidya to Na Prayanam, Hyderabad
4. R.Pradeep Kumar, 2013, JeevanVidya to Na Prayanam, Hyderabad
5. Sussan George, 1076, How the other half Dies, Penguin Press, Peprinted 1986, 1991
6. PL Dhar, RR Gaur, 1990, Science and Humanism, common wealth publishers
18
7. A.N. Tripathy, 2003, Human values, New Age International Publishers
8. SubhasPalekar, 2000, How to practice natural Farming, Pracheen (Vaidik)
Krishitantrashodh, Amravati
9. Donella H. Meadows, Dennis L. Meadows,Jorgen Randers, William W. Behrens III,1972, Limits to Growth – club of Rome's report, universe Books
10. E.G. Seebauer& Robert, L BERRY, 2000, Foundational of Ethics for Scientists & Engineers, Oxford University Press
11. M. Govindrajan, S Natrajan& V.S. Senthil Kumar, Engineering Ethics (including human Values), Eastern Economy Edition, Prentice hall of India Ltd
12. B P Banerjee, 2005, Foundations of Ethics and Management, Excel books
13. B.L. Bajpai, 2004, Indian Ethos and Modern Management , New Royal book Co;
Lucknow, Reprinted 2008

Relevant CDs, Movies, Documentaries & Other Literature

1. Value Education Website, <http://www.uptu.ac.in>
2. Story of Stuff, <http://www.storyofstuff.com>
3. .AlGore, An Inconvenient Truth, paramount Classics, USA
4. Charlie Chaplin, Modern Times, United Artists, USA

20GE03 :PERSONALITY DEVELOPMENT LAB (1L + 1T + 1P)

Subject Code :	20GE03	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able

- CO-1 To develop orientation towards business etiquettes and the proper etiquette practice for different business scenarios.
- CO-2 To learn the etiquette requirements for meeting, telephone, entertaining, internet business interaction scenarios.
- CO-3 To minimize nervousness in social situations.
- CO-4 To understand various mechanisms of conflict resolution and to know the importance of interpersonal relationships.
- CO-5 To know the importance of time management and the techniques that cope up with Stress.

UNIT- I:

Introduction to Personality: Concept, Meaning and Definition of Personality – Physical Appearance and Body Language – Voice Modulation and Diction – Communication styles.

UNIT- II:

Business Style and Professional Image: Dress Code – Guidelines for Appropriate Business Attire – Multi-cultural Dressing – Personal Grooming for Success – Business Etiquettes, Media Etiquettes, and Table Etiquettes.

UNIT- III:

Impression Management: Impression Formation – Tactics – Self presentational Motive – Compass Qualities – Toxic Traits – Social Context: Norms and Roles – Powerful Persuasion Strategies.

UNIT- IV:

Interpersonal Relations & Conflict Management: Analysis of different Ego States – Analysis of Transactions – Causes of Conflicts – Conflicts Resolution and Management.

UNIT -V:

Stress and Time Management: Causes of Stress, Types of Stress – Coping with Stress and stress Management Techniques – Time as a Resource – Individual Time Management Styles – Better Time Management Techniques.

Reference Text Books:

1. MitraBarun, *Personality Development and Soft Skills*, Oxford University Press.
2. E.H. McGrath, *Basic Managerial Skills for all*, Prentice Hall.

20CO311: BUSINESS COMMUNICATION SKILLS

Subject Code :	20CO311	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To explain the importance of business correspondence and differentiate between formal and informal communication.
- CO-2 To impart knowledge in completing forms and learning and understanding the different accents and dialects.
- CO-3 To prepare and deliver effective business presentation with modern days technology.
- CO-4 To develop the art of business reporting system with good vocabulary and with lucid numerical presentations.
- CO-5 To explain the importance of feedback mechanism motivating others and building team management skills.

UNIT – I

Business Correspondence – Significance – Formal, informal and semiformal correspondence – **Written Correspondence** – Differences between formal and informal writings – Use of formal vocabulary and functional language in business letter writing–e-mail writing skills, **call taking etiquette/skills.**

UNIT – II

Business Information– Polite phrases of confirmation and communication breakdown – understanding native speaking accents and dialects – **Functional language used in making verbal agreements.**

UNIT – III:

Business Presentations– Use of information in presenting product features –Giving and Interpreting numerical data, **Business abbreviations, and acronyms – 7C's of Communication.**

UNIT – IV:

Business Reporting– Effective presentation of oral and written instructions – Presenting and describing company information: **Summarizing important information concisely – Report Writing.**

UNIT – V:

Feedback and Evaluation– Giving feedback to others – Use of questions in self – Assessment elicitation – Agreement/disagreement and opinion giving – Feedback – **Strategies for effective relationship – Team building skills.**

References :

1. Barry, R. E., & Ellison, P. T. (1997). *Business Communication for 21st Century* (3rd ed.) Prentice Hall.
2. Bhatia, R. C. (2006). *Business Communication*. New Delhi, India: Ane Books .
3. Guffey, M. E., & Seefer, C. M. (2016). *Business English* (12th ed.). Massachusetts, US: Cengage Learning.
4. Henderson, G. L., & Voiles, P. R. (1986). *Business English Essentials* (7th ed.). New York, US: Gregg Division McGraw-Hill.
5. Stewart, Marie M, Hutchinson, Lois, & Zimmer, Kenneth . (1961). *Business English & Communication*. New York, US: McGraw-Hill .

20CO312: FINANCIAL INSTITUTIONS & MARKETS

Subject Code :	20CO312	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To examine the role of the financial system in the economy.
- CO-2 To familiarize the students with the financial institutions, markets and its regulations.
- CO-3 To help the students in acquiring analytical skills in the market analysis in the context of raising medium and long term funds.
- CO-4 To give the students an understanding of the behaviour of banks and other financial firms.
- CO-5 To make the students understand the role and functions of organized financial markets and financial Service Firms.

UNIT-I

Structure of Indian Financial System – Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Functions of Stock Exchange – Financial Services Sector Problems and Reforms.

UNIT-II

Financial Institutions – Banking & Non-banking Financial Institutions – New Financial Institutions– the Discount Finance House of India, Stock Holding Corporation of India Limited, Infrastructural Leasing and Financial Services Limited– Indian Banking System: An Overview, Role of Reserve Bank of India.

UNIT-III

Development Banks– Objectives and Scope of Development Banks – Industrial Finance Corporation of India(IFCI Ltd.), – National Bank for Agricultural and Rural Development(NABARD), National Housing Bank(NHB), Export and Import Bank of India(EXIM Bank of India), Small Industrial Development Bank of India(SIDBI).

UNIT-IV

International Financing Institutions: Objectives of International Financial Institutions – Source of Funds – The International Bank for Reconstruction and Development(IBRD), International Finance Corporation(IFC),International Development Association (IDA), Asian Development Bank(ADB) and International Monetary Fund(IMF).

UNIT-V

Financial Services – Concept, Nature and Scope of Financial Services – Merchant Banking – Meaning – Types – Responsibilities of Merchant Bankers in Issue Management – Credit Rating – Meaning, Functions – Mutual Funds – Concept ,Objectives and Functions.

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References:

- .Bhole LM, Financial Institutions and Market-Structure, Growth and Innovations, 6th,2018 .
Tata McGraw Hill, Chennai.
- N K Gupta, Monika Chopra, Financial Markets and Services,2nd 2008,New Delhi.
- V A. Avadhani, Financial Services in India, 2nd 2010, Himalaya Publishers, Mumbai.
- Vasant Desai, Financial Markets and Financial, 4th 2013, Himalaya Publisher, Mumbai.

20CO321: ADVANCED COST ACCOUNTING

Subject Code :	20CO321	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To understand the basic concepts and processes used to determine product costs. And to interpret cost accounting statements.
- CO-2 To analyse and evaluate information for cost ascertainment in process, batch and job costing.
- CO-3 To analyse and evaluate the methodology for costing of operating and service industry.
- CO-4 To scrutinize various types of manufacturing waste and present a comprehensive cost system for recognizing and reporting waste costs.
- CO-5 To appraise the need for reconciliation between cost and financial accounts along with the preparation of a reconciliation statement. And explain the utility – concept and preparation of different types of budgets.

UNIT – I

Overview of basic concepts in Accounting – Elements of Cost – Material – Labour and Overheads – Material Purchase procedure – **Storage and Inventory control** – **Methods of pricing of issues** – **Methods of inventory control** – **Labour** – Classification of Labour – Principles and Methods of Remuneration – Overheads – Meaning – classification – allocation – apportionment and absorption (Theory & Problems).

UNIT – II

Methods of Costing– Job Costing– Batch Costing – Unit Costing and Process Costing (Theory & Problems).

UNIT – III

Operating Costing – Operating Costing – Costing and Service Industry – Hospital– Hotel – Transportation – Electricity – Power House and Telecommunication (Theory)

UNIT – IV

Treatment of certain items – General Principles of Treatment of Depreciation – Amortization – interest on capital – Cost of Finance – Research and Development Cost – Material Losses – Waste – Scrap – Spoilage – Defectives (Theory).

UNIT – V

Cost Book Keeping and Reconciliation between Cost and Financial Accounts – Cost Book-Keeping – Cost Ledgers – Interlocking and Integral Accounts – **Reconciliation of Cost and Financial Accounts** – **Reasons – Need.** Cost Audit: Meaning – Advantages – Propriety Audit and efficiency Audit – Cost Audit Program. (Theory & Problems)

References:

1. M.Y Khan and P.K. Jain - Cost Accounting, 2nd edition, 2000, Tata McGraw Hill – New Delhi
2. A Murthy and S Gurusamy - Cost Accounting, 2nd edition, 2012, Tata McGraw Hill – New Delhi.
3. M.N. Arora – Accounting for Management, 3rd edition, 2010 – Himalaya Publishing House - New Delhi.
4. Periaswamy – Financial Cost & Management Accounting, 3rd edition, 2011 – Himalaya Publishing House - New Delhi.
5. Mitra J.K. Advanced Cost Accounting, 3rd edition, 2009 New Age International Pvt. Ltd. New delhi.

20CO322: CORPORATE ACCOUNTING

Subject Code :	20CO322	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To understand financial statements (comprising statement of comprehensive income, balance sheet, statement of cash flow, statement of changes in equity and notes to accounts) from a user perspective such as an equity investor, lender, financial analyst and management.
- CO-2 To analyse the user perspective on the role of International financial reporting system.
- CO-3 To describe the importance of valuation of shares and elaborate the methods of valuation of shares.
- CO-4 To prepare the consolidated statement of financial statement and the consolidated statement of profit or loss.
- CO-5 To know the concepts of new trends in inflation accounting and human resource accounting.

UNIT – I

Corporate Financial Accounting– Objectives-Scope – **Analysis and Interpretation of Financial Statements** – Common Size Balance Sheet – Comparative Balance Sheet.

UNIT – II

IFRS – Introduction – Meaning – scope – An overview of the IFRS, Role of IASB – Arguments for Global Convergence – Required disclosure as per IFRS - Achievements of IASB and obstacles in convergence – Difference between IFRS and IAS.

UNIT – III

Valuation of Shares – Need for Valuation of Shares – Factors Effecting Value of Shares – Methods of Valuation – Impact of Earnings on Share Valuation – Fair Value of a Share – Buy Back of Equity Shares.

UNIT – IV

Consolidated Financial Statements – Definition of Parent or Holding and its Subsidiary – Need for Consolidated Financial Statement – Preparation of Consolidated Balance Sheet of a Holding Company with one Subsidiary – Consolidation of Profit of Loss Account – Consolidated Statement of Changes in Financial Position.

UNIT-V

Human Resource Accounting– Objectives – Methods of Valuation – Advantages and disadvantages – Accounting for price level changes – CPP – CCA.

References :

1. Ashok Sehgal & Deepak Sehgal, Advanced Accounting – Corporate Accounting Vol. 2 2008, Taxmann Allied Services Pvt Ltd, New Delhi.
2. R.L. Gupta & Radhaswami, Advanced Accounting – Volume – 2; 2015, S. Chand & Co. Delhi.
3. R. Narayana Swami, Financial Accounting – A Managerial Perspective — 5th edition 2014, Prentice Hall of India, New Delhi.
4. S.N. Maheswari & S.K. Maheswari Corporate Accounting –, 6th edition 2018, Vikas Publishing House, NewDelhi.
5. **Dr. S. Anil Kumar Dr. V. Rajesh Kumar Dr. B. Mariyappa**, Advanced Corporate Accounting, **1st edition 2015**, Himalaya Publishing House, NewDelhi.

20CO323: DIRECT TAX

Subject Code :	20CO323	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To aware of the concepts, functions, processes and practices of Income tax.
- CO-2 To understand the income tax exemptions under various heads and carry forward provisions.
- CO-3 To provide an understanding of the Calculation of income tax of agricultural income, salary income, and other incomes.
- CO-4 To acquaint the students with different modes of submission of income tax statements.
- CO-5 To understand the calculation of wealth tax and changes in wealth tax act.

UNIT-I

Concepts of Taxation– Residential Status and Incidence of Tax - Incomes Exempt from Tax.

UNIT-II

Heads of Incomes – Salaries – Income from house property and gain from business or profession – Capital gains, income from other sources.

UNIT-III

Set off and carry forward of losses– Deductions from gross total income – Computation of total income and tax liability.

UNIT- IV

Assessment of Individuals– Hindu Undivided Families – Firms and Companies.

UNIT – V

Tax Administration– Income Tax Authorities – Assessment procedure – Collection and recovery of tax, refunds, penalty and procedures, appeals and revisions.

References:

1. Singhania, C.K., Direct Taxes, Taxmann Publications, New Delhi.
2. Lal B.B., Direct Taxes, Pearson Education, New Delhi.
3. Girish Ahuja and Ravi Gupta, Direct Taxes, Bharat Publications.
4. Gaur and Narang, Direct Taxes, Kalyani Publications.
5. Manoharan T.N., Direct Taxes, Snow White Publications.

20CO324: MANAGEMENT CONTROL SYSTEM

Subject Code :	20CO324	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To appraise the students the concepts of management control system as well as its role in efficient management of public system organizations.
- CO-2 To understand the structures of management control and having an idea on transfer pricing.
- CO-3 To examine how strategic and operational planning is used to govern a company in line with the goals of the organization.
- CO-4 To understand how management can assure, measure and evaluate the performance of the company and make proposals concerning the control system of an organization.
- CO-5 To discuss how management control systems can function differently in different organizations and how management control systems can have unintended implications.

UNIT-I

Management Control – Objectives – Basic Concepts – The Formula Control Systems, Characteristics of Management Control Systems – Inter Relationship Among Strategic Planning, Management Control and Operational Control – Designing and Introduction of Management Control System – Management Control System and Responsibility Accounting – Informal Management Controls.

UNIT-II

Structure of Management Control– Need for Delegation – Responsibility Centers – Expense Centers – Revenue Centers – Profit Centers – Investment Centers – Research and Development Centers – Administrative and Support Centers – Performance of Expense Centers – Revenue Centers – Profit Centers – Investment Centers – Organizational Structure of Responsibility Centers – Transfer Pricing – Objectives – Methods – Pricing Corporate Services and Administration of Transfer Prices.

UNIT-III

Management Control Process – Strategic Planning – Nature, Analysis of New Programmes – On-going Programmes – Strategic Planning Process – Programming and Budgeting – Budget Preparation Process; Performance Evaluation – Performance Evaluation Systems Interactive

Control – Analysing and Reporting – Types of Reports – Report Preparation – MIS –MIS & Computers.

UNIT-IV

Special Applications – Controls for Differentiated Strategies – Corporate Strategy – Strategic Business Unit Concept – Top Management Style – Management Control in Service Organizations; Professional Services – Financial Services – Healthcare Service Organizations – Management Control in Non-profit Organizations – Characteristics – Measuring Output – Pricing Management Structure – Control in NPOs.

UNIT-V

Management Control in Multinational and Multi project Corporations (MNCs) – Objectives, Characteristics, Performance Measurement of Subsidiaries Reporting System – Need for MIS Between Parent and Subsidiary Companies – Structure of Multi Project Organization – Characteristics, Project Planning and Control Techniques, Control Indicators in Multi Project Organizations.

Reference:

1. Management control Systems – Robert Anthony and Vijay Govindarajan Tata – McGrawhill publishing Company, New Delhi.
2. Management Control Systems, N. Ghosh, Prentice Hall of India.
3. Management information and control systems – Dr. Sushila Madan. Taxmann Allied Services Pvt. Ltd., New Delhi.
4. Management Control systems Text and Cases – Subhash Sharma Tata- McGrawhill publishing Company, New Delhi.

20CO331: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code :	20CO331	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

After completion of the course, the student is able to

- CO-1 Understand the various forms of investment, security Markets and other concepts
- CO-2 Understand risks associated with investment
- CO-3 Measure risk and return of different security instruments and portfolio
- CO-4 Analyse the fundamental strength of stocks and predict the price trends of securities using technical analysis and valuation of stocks and fixed income securities
- CO-5 Evaluate the performance of portfolio.

UNIT – I

Concept of Investment – Objectives – Investment Vs Speculation – Security Investment Vs Non-security Forms of Investment – Investment Process – Sources of Investment Information – Security Markets – Primary and Secondary – Market Indices.

UNIT – II

Return and Risk – Meaning and Measurement of Security Returns – Types of Security Risks – Systematic Vs Non-systematic Risk – Measurement of Total Risk.

UNIT – III

Fundamental Analysis of Stocks – Economy, Industry and Company Analysis, Intrinsic Value – Approach to Valuation of Bonds, Preference Shares and Equity Shares.

UNIT – IV

Technical Analysis– Concept and Tools of Technical Analysis – Technical Analysis Vs Fundamental Analysis – Efficient Market Hypothesis – Concept and Forms of Market Efficiency.

UNIT – V

Elements of Portfolio Management – Portfolio Models – Markowitz Model, Efficient Frontier, Sharpe Single Index Model and Capital Asset Pricing Model – Performance Evaluation of Portfolios – Sharpe Model, Treynor model – Jensen’s Model for PF Evaluation – Portfolio Revision.

References :

1. Fisher and Jordan, Security Analysis & Portfolio Management 6e, (2011) Pearson, PHI.
2. S. Kevin, Security Analysis & Portfolio Management, 2e (2015) Prentice Hall India.
3. Avadhani VA, Securities Analysis & Portfolio Management, 9e (2017) Himalaya Publishing House.
4. Prasanna Chandra, Investment Analysis and Portfolio Management 3e, (2011) Tata McGraw-Hill Education
5. P. Pandian, Security Analysis and Portfolio Management, 1e (2014), Vikas Publishing House Pvt Limited.
6. Bhalla, VK, Investment Management, 19e (2017), S Chand.
7. Preeti Singh, Investment Management, 9e (2000), Himalaya Publishers.

20CO332: BANK MANAGEMENT

Subject Code :	20CO332	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To familiarize the students with various laws related to banking.
- CO-2 To offer in-depth knowledge on banking systems and organizational structure of commercial banks in India.
- CO-3 To equip the students with the concepts of balance sheet management, profitability, and productivity in banks and management information system.
- CO-4 To understand the concepts of manpower planning, bank marketing and computerization of banks.
- CO-5 To provide conceptual understanding about e-banking, security methods and risk management.

UNIT – I

Nature of Banking Business – Banking Regulation Act, 1949 – Reserve Bank of India Act, 1934– Banking Companies Act, 1970.

UNIT – II

Forms of Banking – Branch Banking – Unit Banking – Group Banking – Chain Banking – Business, Correspondent Banking – Process of Bank Management – Organizational Structure of Commercial Banks in India.

UNIT – III

Bank Balance Sheet – Management of Assets and Liabilities in banks – Profit, Profitability and Productivity in banks – **Management of large sized branches and rural branches** – **Internal control and Performance budgeting system.**

UNIT – IV

Human Resource Development in Banks – Manpower Planning – Recruitment – Training – Promotion – Motivation – Bank Marketing – Product Planning and Development – **Computerization of Banks – Need – Application – Progress – Problems.**

UNIT – V

E-Banking – Aspects of E-Banking – Traditional Vs. E-Banking Models – Advantages and Constraints – Security Methods – Risk Management – **Outsourcing E-Banking – Legal and Regulatory Compliance.**

References :

1. Hawtrey, The art of Central Banking, 1st Edition, Sugustus M Kelley Publishers, 1970, New York.
2. Narendra Kumar, Bank Nationalism of India – A Symposium, 1st Edition, Lalvani Publishing House, 1969, Mumbai.
3. Koch, Bank Management , 8th Edition, South-Western College, 2015.
4. Vasant Desai, Indian Banking – Nature and Problems, 4th Revised Edition, Himalaya Publishing House, Mumbai, 1979.
5. Neelam C. Gulati , Principles of Banking Management, 9th Edition, Excel Books, 2010.

20CO333: EXPORT FINANCE

Subject Code :	20CO333	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To create awareness about the importance of Global Trade & Finance.
- CO-2 To describe the forms of credit, letter of credit, negotiation, rediscounting and procedures of settlement.
- CO-3 To study the nature of post shipment finance and identifying merits and limitations of foreign currency loans.
- CO-4 To explore concepts of Financing Institutions & Export Promotion.
- CO-5 To bring the cognizance of import and export financing strategies.

UNIT – I

Global Trade & Finance – Foreign Trade Policy, Procedure & Documentation – Balance of Payment – Visible & Invisible Trade; Customs & Excise – Procedure & Documentation; Shipment Finance – Pre & Post, Sources of Funds – Financing Instruments – Forex & Export Management.

UNIT – II

Pre-Shipment Finance – Forms of Credit, Purpose, Selection Criteria, Credit Terms – Domestic Currency Loans; Letter of Credit – Types & Procedures – Export Bills – Purchase, Negotiation, Discounting, Rediscounting – Procedures of Settlement.

UNIT – III

Post Shipment Finance – Forms of Credit, Purpose, Selection Criteria, Credit Terms – Foreign Currency Loans – Merits & Limitations, Procedures, Repayment – Credit Risk – Assessment & Management.

UNIT – IV

Financing Institutions & Export Promotion – Role of World Trade Organization, Economic Unions, Reserve Bank of India, EXIM Bank of India, Export Credit Guarantee Corporation, Banks & Financial Institutions – Export Promotion – Export Councils & Boards, Export Oriented Units, Special Economic Zones, Economic Promotion Zones, Economic Processing Zones, Agricultural Export Processing Zones – Logistics Financing for Export Promotion – Issues & Challenges.

UNIT – V

Financing Strategies – Import Vs Export Financing Strategies – Framework, Determinants, Implementation & Management – Financial Collaboration – Competitive Advantage, Market Expansion, Hybrid Financing Strategies.

References:

1. Agrawal D.K (2003), 'Text Book of Logistics and Supply Chain Management', Mac Millan Publishers India Ltd.2003.
2. Anders Grath (2008), The Handbook of International Trade and Finance, Kogan Page Publishers2008 Reprint
2. James Calvin Baker (2003), Financing International Trade, Greenwood Publishing Group. 2003 latest edition
3. Nabhi's Mannual, "New Import Export Policy and Handbook of Procedures", Vol.1 2002-07: As Amended Upto 4.4.2002, Oscar Publications.
4. David Grant, Douglas M. Lambert, James R. Stock, Lisa M. Ellram, (2005) 'Fundamentals of Logistics Management', Mc Graw Hill. 2006 reprint

20CO334: INSURANCE PRODUCTS AND MANAGEMENT

Subject Code :	20CO334	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To understand the concepts, basic principles, and types of life insurance.
- CO-2 To enlighten the students about life insurance contractual provisions and options.
- CO-3 To develop an understanding of health and disability of group insurance plans.
- CO-4 To make the student familiar about employee benefits and retirement plans.
- CO-5 To understand the advantages and disadvantages of insurance.

UNIT – I

Life Insurance Concept – Basic Principles of Life Insurance Utmost good Faith – Insurance Interest – Types of Insurance – Variations of Whole Life Insurance – Other types of Life Insurance.

UNIT – II

Life insurance Contractual Provisions – Dividend Options – Non Forfeiture Options – Settlement Options – Additional Life Insurance Benefits – Insurance Pricing– Rate Making in Life Insurance-objectives.

UNIT – III

Health and Disability – Income – Insurance – Types of Individual Health Insurance Coverage – Individual Medical Expense, Contractual – Group Insurance Plans – Group Medical Expense Insurance.

UNIT – IV

Employee Benefits – Retirement Plans – Fundamentals of Private Retirement Plans – Types of Qualified Retirement Plans – Profit Sharing Plans – Self Retirement Plans for Employed – Single Retirement Plans – Simplified Retirement Pension.

UNIT – V

Re-insurance – Reasons for Reinsurance – Types of Reinsurance – Alternatives to Traditional Reinsurance – Functions of Reinsurance – Advantages and Disadvantages of Reinsurance.

References:

1. George E Rejoa, Principles of Risk Management and Insurance, Pearson Education, New Delhi, 2004.
2. Black Jr Skipper Jr. Health Insurance, Pearson Delhi, 2003.
3. M.N.Mishra, Insurance Principles and Practices, S.Chand, New Delhi, 2003.
4. M.J.Mathew, Insurance Principles and Practices, RBSA Publishers, Jaipur, 2005.

5. M.Y. Khan — Financial services, Tata Mcgraw Hill, New Delhi, 2008
6. Prof. N. Vijaya Ratnam & Prof. B. Mohan, Finaincial Services – Banking & Insurance, Telugu Academy, Hyderabad.

20CO341: INTERNATIONAL BUSINESS ENVIRONMENT

Subject Code :	20CO341	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

By the end of the course, students will be able to

- CO-1 Understand the challenges and complexities faced by businesses and their leaders as they endeavour to maximize returns while responsibly managing their duties to all stakeholders of business.
- CO-2 Explain the effects of government policy on the economic environment of business.
- CO-3 Improve the ability to recognize and manage legal risks in global competitiveness.
- CO-4 Understand and appreciate the social responsibility aspects of world economic growth.
- CO-5 Develop the skills needed for external relations by considering ethical dilemmas in a globalized economic era.

UNIT-I

International Business – An overview – Types of International Business – The External Environment; The Economic and Political Environment, The Human Cultural Environment – Influence on Trade and Investment Patterns – Recent World Trade and Foreign Investment Trends – Balance of Payments Accounts and Macroeconomic Management.

UNIT-II

Theories and Institutions – Trade and Investment – Government Influence on Trade Investment – Regional Blocks – International production – Internationalization of Service Firms – Operation Management in International Firms.

UNIT-III

World Financial Environment – Foreign Exchange Market Mechanism – Determinants of Exchange Rates; Euro – Currency Market – Offshore Financial Centers – International Banks – Non- Banking Financial Service Firms – Stock Markets – Global Competitiveness.

UNIT-IV

Export Management – Licensing – Joint Ventures Technology and Global Competition – Globalization and Human Resource Development – Globalization with Social Responsibility – World Economic Growth and the Environment – Country Evaluation and Selection.

UNIT-V

International Business Diplomacy – Negotiating an International Business, Issues in Asset Protection – Multilateral Settlements – Consortium Approaches – External Relations Approach.

References:

1. Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals. London, Basil Blackwell, 1988.
2. Bhalla, VK and S. Shivaramu. International Business Environment and Business. New Delhi, Anmol, 1995
3. Bhalla, VK. International Economy; Liberalisation Process. New Delhi, Anmol, 1993
4. Daniel, John D and Radebanh, Lee H International Business. 5th ed., New York, Addison Wesley, 1989.
5. Eiteman, D K and Stopnehill, Al. Multinational Business Finance. New York, Addison Wesley, 1986.
6. Johnston, R B. The Economics of the Euromarket. History, Theory and Practice. New York, Macmillan, 1983.
7. Parks, Yoon and Zwick, Jack. International Banking in Theory and Practice. New York, Addison – Wesley, 1985.

20CO342: INTERNATIONAL ACCOUNTING

Subject Code :	20CO342	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

By the end of the course, students will be able to

- CO-1 Understand importance and difficulties of international accounting comprising GAAP – IAS and its adaptation in India
- CO-2 Describe the techniques of foreign currency translation and treatment of gains and losses.
- CO-3 Develop user perspective on the role of accounting for price level changes and harmonization of accounting practices.
- CO-4 Prepare the methods of transfer pricing and identify the process and utility of horizontal, vertical and ratio analysis.
- CO-5 Know the concepts and new trends in segment reporting and knowing the guidelines of SEBI.

UNIT – I

International Accounting – An Overview – Development of International Accounting – Scope of International Accounting – Importance of International Accounting – Difficulties in International Accounting – GAAP – IAS and its adaptation in India.

UNIT – II

Foreign Currency Transaction and Translation – Definition of Foreign Currency transaction and Translation, Need for and issues involved in Foreign Currency Translation, Process of recording foreign (international) Transactions, Accounting Treatment of Forward Currency Translations, Techniques of Foreign Currency Translations, Treatment of Translation Gains and Losses – Consolidation of Financial Statements – Need for Consolidation – Consolidation Techniques – IAS 27 and Consolidation – Indian Accounting Standard (AS 21) and Consolidation

UNIT – III

Accounting for Price Level Changes – Concepts and Forms of Price Level Changes – Types of Price Level Changes – Common Phenomenon of Price Level Changes – Need for Price Level Changes Adjustments – Factors Causing Distortions to Accounting Profit vis – à – vis Financial statements – Consequences of Distorted Profits – Techniques of Price Level Adjustments – Harmonization of Accounting Practices – Concept and Need For Harmonization –

Harmonization Process – IAS 7 Vs AS 3 – Institutional Efforts in Harmonization – Impediments to Harmonization

UNIT – IV

Transfer Pricing – Need For Transfer Pricing – Factors Governing Transfer Pricing Policy – Methods of Transfer Pricing – Transfer Pricing Methods – Comparison – Transfer Pricing Methods in practice – Fixing a minimum Transfer Pricing – Transfer Pricing Methods for Services – Foreign Financial Statement Analysis – Techniques of Financial Statement Analysis – Process and utility of Horizontal, Vertical and Ratio Analysis – Modern Techniques used in Financial Statement Analysis – Difficulties in Analyzing Foreign Financial Statements

UNIT – V

Segment Reporting – International GAAP on Segment Reporting – Difference between Business, Geographical, Reportable Segment – Disclosure Requirements – Indian GAAP on Segment Reporting – Segment Reporting in Practice – Corporate Disclosure in Practice – **International Financial Reporting** – Provision of International GAAP on Interim reporting – IAS 34 on Interim Financial Reporting – Disclosures in Interim Financial Reporting – Comparative statements – Indian GAAP on Interim Financial Reporting – SEBI GUIDELINES ON Interim Reporting and Disclosure – Interim Reporting in Practice

References:

1. A.K. Das Mohappatra, International Accounting, Prentice Hall of India, 2007.
2. Frederick D.S.Choi, Gary K. Meek, International Accounting, Pearson Education,2007
3. Shahrokh M. Saudagaran, International Accounting – A user Perspective, Thomson south – western,2007

20CO343: INTERNATIONAL FINANCIAL MANAGEMENT

Subject Code :	20CO343	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To create awareness about the importance of international financial management and to understanding the business environment in which modern multinational corporations operate.
- CO-2 To describe the IMF's role in dealing with the financial crisis and learning about *foreign exchange markets* including international Parity conditions.
- CO-3 To explore concepts of portfolio management in a global market. Understand the principles of financing.
- CO-4 To bring the cognizance of how corporate and country characteristics influence an MNC's cost of capital.
- CO-5 To study the nature of management exposure and discusses about the techniques of international capital budgeting.

UNIT-I

Finance function in International Context– Additional dimensions in achieving the wealth maximization goal – Scope & relevance to different business entities – Understanding foreign currency risk and exposure – Nature and types of Exposures

UNIT – II

Foreign Exchange Markets– Nature, Functions, Transactions, Participants, Exchange rates, Exchange rate Arithmetic. – Fundamental parity relations – Purchasing Power Parity, Covered and Uncovered Interest Rate Parity – their influence on determining the exchange rates.

UNIT – III

A brief exposition of significant theories of Exchange Rate determination, Forecasting of Exchange Rates – International Capital Markets, Sources of International Finance, Debt and Equity markets.

UNIT – IV

Export Finance in India– Forfaiting– Role of EXIM Bank – International Capital Structure and Cost of Capital.

UNIT – V

International Capital Budgeting– Key Issues– Calculating of Cash flows– Adjusted Present value approach – International Cash Management– techniques– Centralised Vs Decentralised.

References:

1. Eun & Resnick, International Financial Management, Tata McGraw Hill Co. Ltd. (3rd Edition) – TEXT – I
2. Maurice D. Levi, International Finance, McGraw Hill, Inc.
3. Alan C Shapiro, Multinational Financial Management, John Wiley & Sons.
4. C. Jeevanandam, Foreign Exchange & Risk Management, Sultan Chand Publishers
5. P. G. Apte, International Financial Management, Tata McGraw Hill Co. Ltd.

20CO344: INTERNATIONAL BUSINESS LAW AND TAXATION

Subject Code :	20CO344	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

By the end of the course, students will be able to

- CO-1 Understand the Legal Environment of International business.
- CO-2 Explain the basic principles of World Trade Organization.
- CO-3 Understand steps and procedures for regulating international marketing and corporate law.
- CO-4 Describe the agreement that relates the theories of international taxation in practice.
- CO-5 Develop an idea about corporate tax competition and coordination in the European Union.

UNIT- I

Legal Environment of International business – International Law and the world’s legal system – International sales, credits and commercial transaction – sales contracts and excuses for non-performance – the documentary sale and terms of trade – the carriage of goods and the liability for air and sea carriers – Bank collections, trade finance and letters of credit – UN convention on contracts for international sale of goods.

UNIT – II

Basic principles of WTO – Laws governing access to foreign markets – regulating import competition and unfair trade – Imports, customs and Tariff law – the regulation of exports – Northern American free trade law – The European Union and other regional trade areas.

UNIT – III

Regulations of the international market place – international marketing law – sales representatives, advertising and ethical issues – licensing agreement and the protection of Intellectual property rights – host country regulation – Corporate law, taxation and currency risk – Nationalization – Expropriation and Privatization – Labour and employment discrimination law – Environmental law – Regulating the competitive environment.

UNIT – IV

International Taxation Theory – The evolution of international taxation; description and extensions of the capital income effective tax rate literature – Empirical modeling of spatial interdependence in tax competition – Labor mobility and income tax competition – Optimal International Taxation in Practice – Globalization, multinationals and tax base allocation – advance pricing agreements as shifts in international taxation; Documentation of transfer pricing.

UNIT – V

Corporate tax competition and coordination in the European Union – Corporate taxation in Europe – competitive pressure and cooperative targets – The economics of taxing cross – border savings income – an application to the EU savings tax – Tax misery and tax happiness – a comparative study of selected Asian countries.

References :

1. International Taxation Handbook – Policy, Practice, Standards and Regulation, Greg Gregoriou, Colin Read, CIMA Publishing, 2007
2. International business law – A transactional Approach —, Larry Dimatto, Lucien. J. Dhooge.
3. International Business Law 5th Edition , Ray .A.August, Don Mayer, Michael Bixby,
4. International Business Law and Environment, Richard Schaffer, Filiberto August, Lucien. J. Dhooge, Beverley Earle, 7th Edition, South Western Cengage Learning, 2009.

20GE04: GOODS AND SERVICE TAX

Subject Code :	20GE04	I A Marks	50
No. of Lecture Hours / Week	2	End Exam Marks	
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To develop an idea about GST, CGST, SGST and IGST.
- CO-2 To have an idea on GST Act 2017.
- CO-3 To understand the registration process in GST.
- CO-4 To understand various problems and advantages on input tax credit.
- CO-5 To know the importance of practical work in GST.

UNIT – I

Introduction: Evolution, Meaning and salient features of GST, objectives of GST, basic schemes and benefits of GST. Constitutional Amendments – GST Councils powers, functions. Structure of GST, Types of GST – CGST, SGST, UTGST, and IGST.

UNIT – II :

GST Act 2017: Definitions:- Goods, Place of supply, principle place of business, agent, Principle, Associated enterprises, Job works, Reverse charge mechanism, nature of Supply-composite, mixed, exempted, outward, inward, rates of GST.

UNIT – III:

Registration and Filing: Persons liable for registration, persons not liable for registration, Deemed registration, Procedure for registration, types of dealers- regular and composite,

UNIT – IV:

Input tax credit & IGST: Meaning, Eligibility and condition for claiming Input tax credit – Inputs on capital goods problems on utilization of input tax credit, Major advantages of IGST model – Interstate goods and service tax, transactions with in a state under GST, Inter transaction under GST.

UNIT – V:

Payment and refund of Tax & practical work : payment of Tax interests, Penalties and other amount refund of tax. **Practical Work:-**Way bills, GSTR 1, GSTR2, GSTR3B

Ref. Books:

- 1.Goods and services tax Himalaya publicatiois

2. Business taxation –IV (GST) DR Ravi, Mr Bhanu prakashn Dr Suman setty Profession book publishers

3. GST , K.P.C Rao, ALT Publications, Hydrabad .

20GE05: SOFT AND EMPLOYABILITY SKILLS

Subject Code :	20GE05	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	0
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1 To develop orientation towards soft skills, technical skills, problem solving skills and overcoming the techniques of stress management.
- CO-2 To have an idea on presentation skills and communication skills.
- CO-3 To understand individual action plans and training towards event management.
- CO-4 To understand various mechanisms of team building and know the importance of team work.
- CO-5 To know the importance of Business and Corporate Etiquettes.

UNIT-I

Soft skills – Meaning of Soft skills – Global competition – Hard skills (technical skills) versus soft skills – Interpersonal Skills – Leadership Skills – Decision Making – Negotiation skills – Problem Solving Skills – Conflict Management – Stress Management – Crisis Management – Teamwork.

UNIT-II

Presentation Skills – Writing Oral Presentations – Using Visual Aids in Oral Communication – Communicating Across Cultures – 7 Cs of Communication – Body Language – Tips on how to Create a Power Point and other Presentations.

UNIT-III

Goal Setting – Creating Individual Action Plans – Article Writing – SWOT Analysis – Event Management – (Training Students to Organize Events and present a report on Event organized).

UNIT-IV

Case Study – Case Analysis – Discussion and Presentation –Team Building and Team Work – Innovation and Creativity – Emotional Intelligence – Self Management

UNIT-V

Business and Corporate Etiquettes – Overview of Interview – Self introduction at Various Forums and During Interview – Mock Interview – CV Preparation-Group Discussion.

References:

- Chaturvedi&Chaturvedi, (2006), Business communication, Pearson Education, New Delhi.
- NamartaPalta,The art of Effective communication, 2007.Lotus Press, New Delhi,
- Priyadarshini Patnaik,Group Discussion and Interview Skills, Cambridge University Press Pvt. Ltd.
- Sabina Pillai, Agna Fernandez Soft Skills and Employability, First Ed, 2017, Cambridge University Press, New Delhi.

20GE06: MOOCS

Subject Code :	20GE06	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	1 ½

Course Outcomes:

CO-1 To provide students with audio and video content relating with the contemporary subjects.

CO-2 To improve the self-learning capabilities of the students

CO-3 To help the learners to learn continuously while doing the course and after the course completion.

CO-4 To provide opportunity for learner to interact directly with world class teachers who are offering courses on MOOCs platform.

CO-5 To expose the learners with peer learning facility

MOOCS: NPTEL/SWAYAM/edX/Coursera/Stanford Online/Udacity/ OpenClassrooms/ Open2Study/ ALISON/ Khan Academy/ NSE-NCFM/IRDA/NISM/ Any course related to MBA from the authentic sources with prior permission.

Typical Structure of a MOOC: The common duration of a MOOC is from 6 to 12 weeks. A MOOC is accessible 24 hours a day, 7 days a week. The majority of the content is delivered asynchronously (meaning students can access it in their own time and at their own pace). However, sometimes there can be optional synchronous events such as 'live' webinars (interactive sessions) which require participants to join in at specific dates/times.

A standard class becomes in a MOOC a set of videos of 5-10 minutes each.

The learning of students in a MOOC is usually assessed by multiple-choice questions.

An important component of MOOCs is assignments. Students have to upload assignment solutions into the MOOC platform.

Assignments can be evaluated and graded:

- Automatically when possible.
- Peer-to-peer: students evaluate and grade themselves.

Another component is the forum, where students post questions that other students can answer.

Usually, there are no pre-requisites for taking a MOOC, apart from having access to a computer with an internet connection. Most of the time, the educational or academic background of students isn't important. Students usually don't need to buy any books for these courses, because all reading is either be provided within the MOOC content or is linked to open access texts.

20CO 411 :PROJECT PLANNING AND CONTROL

Subject Code :	20CO 411	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 To identify the new projects and investment opportunities.
- CO 2 To understand the market and demand analysis for new project.
- CO 3 To develop Investment criteria and appraisal process.
- CO 4 To enable the students to understand social cost benefit analysis.
- CO 5 To imparts skills in the use of network techniques for project implementation.

UNIT-I

Generation and Screening of Project Ideas – Generation of ideas – Monitoring Environment – Corporate Appraisal – Profit Potential of Industries – Porter Model – Scouting for Project Ideas – Preliminary screening – Project Rating Index – Sources of Positive Net Present Value.

UNIT-II

Market and Demand Analysis: Information required for market and demand analysis; sources of information – primary and secondary; demand forecasting – Technical Analysis – Materials and inputs; Production technology – Product mix – Plant location and layout – Selection of plant and equipment.

UNIT-III

Financial Estimates and Investment Criteria – Cost of Project – Means of Finance – Estimates of sales and production – Cost of Production – Investment Criteria: Net Present Value – Benefit Cost Ratio – Internal Rate of Return – Pay Back Period – and Accounting Rate of Return. Investment Appraisal: Indian Practice.

UNIT-IV

Social Cost Benefit Analysis – Rationale for social cost benefit analysis – Methodology of SCBA – L&M approach and UNIDO approach – Measurement of the impact on distribution – SCBA in India

UNIT-V

Network techniques for Project Implementation – Monitoring and Control – PERT and CPM techniques – Critical path – event slacks and activity floats – Measures of variability and probability of completion by a specified date – Project implementation practices in India.

References:

1. Prasanna Chandra, Projects – Planning – Analysis – Financing – Implementation – and Review. 9th (2019) Edition Tata McGraw Hill
2. Chandra Prasanna, Project Preparation – Appraisal and Implementation, 3rd Edition (1987) Tata McGraw Hill – Delhi
3. Timothy – D.R. and W.R. Wesell, Project Appraisal and Review – 76 (11) 1992 Macmillan – India.
4. Chaudhary S, Project Management, 5th Edition (1995), Tata McGraw Hill New Delhi.
5. Little I.M.D. and Mirrless JA, Project Appraisal and Planning for Developing Countries (1974) Heinemann Education Books London.

20CO 412 :INDUSTRIAL LAWS

Subject Code :	20CO 412	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 To familiarize the students with the various provisions of Factories Act related to health, safety and welfare
- CO 2 To enable the students to understand the legal procedure for the settlement of industrial disputes
- CO 3 To provide conceptual understanding about ESI Act and Workmen Compensation Act.
- CO 4 To equip the students with the basic concepts of wages and gratuity.
- CO 5 To impart knowledge on trade unions, provident fund and pension scheme.

UNIT-I

The Factories Act, 1948 – Definitions – authorities under the Factories Act – health – safety – provisions relating to hazardous processes – welfare – working hours of adults – employment of young persons – annual leave with wages.

UNIT –II

The Industrial Disputes Act, 1947 – Objects – authorities for settlement of industrial disputes – reference of industrial disputes, procedure, powers and duties of authorities – settlements and awards – strikes, lock-outs, lay-off, retrenchment.

UNIT -III

The Employees State Insurance Act, 1948 – Objects and applicability of the scheme – definitions personal injury, factory, manufacturing process, wages, partial and permanent disablement – ESI corporation – standing committee and medical benefit council – contributions, benefits, Workmen’s Compensation Act 1923 – Definitions- dependent, employer, partial and total disablement, workmen, injury, accident – employer’s liability for compensation – amount of compensation

UNIT -IV

The Payment of Gratuity Act, 1972 – Applicability and non- applicability of the Act – definitions employee, employer, continuous service – payment of gratuity – Payment of Wages Act 1936 – definitions, fixation of wage period, time of payment of wages, deductions from wages.

UNIT -V

The Trade Unions Act, 1926 – Objects – registration of trade unions – rights and liabilities of registered trade unions – privileges of a registered trade union – Employees Provident Funds & Miscellaneous Provisions Act, 1952 – Definitions, Employees’ Provident Fund Scheme, Employees’ Pension Scheme, Employees’ Deposit Linked Insurance Scheme.

References:

1. G M Kothari, A Study of Industrial Law, 5th Edition- (2000), Wahdwa Publications, Nagpur.
2. Malik, P.L., Handbook of Labour and Industrial Law, 16th Edition (2016), Eastern Book Company, Lucknow
3. Misra SN, Labour & Industrial Law, 2nd Edition (2013) central publications, New Delhi.
4. Singh, B.D., Labour Laws for Managers, (2007) Excel Books, New Delhi,
5. Sinha P.R.N, Indu Bala Sinha, Industrial Relations, Trade Union and Labour Legislation 3rd Edition, (2017), Person Education.
6. Srivastava, S.C., Industrial Relations and Labour Laws, Part 1, 6th Edition, (2012), Vikas Publishing House, New Delhi.

20CO 421 :ADVANCED MANAGEMENT ACCOUNTING

Subject Code :	20CO 421	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 To understand the meaning of management accounting and differentiate cost accounting from financial accounting and management accounting.
- CO 2 To know the techniques for profit improvement – cost reduction – and value analysis along with human resource accounting and responsibility accounting.
- CO 3 To understand the concept of marginal costing and appreciate the utility of cost-volume profit analysis and relevant cost.
- CO 4 To understand the concept and objectives of pricing and explain the different product pricing methods and pricing of services.
- CO 5 To understand the meaning of budget – budgeting and budgeting control and explain the utility – concept and preparation of different types of budgets.

UNIT- I

Management Accounting – Management Accounting – Nature – Scope – Functions – Differences between Management Accounting and Financial and Cost Accounting – Emerging Trends in Management Accounting (Theory)

UNIT-II

Cost Management – Techniques for profit improvement – Cost reduction and value analysis – Activity based costing – Target costing – Definition – Objectives – Advantages – Steps in Target Costing – Problems with Target Costing (Theory)

UNIT-III

Marginal costing and Breaking-even Analysis – Concept of marginal cost – Marginal costing and absorption costing – Cost – Volume – Profit analysis – Break-even analysis – Assumptions and practical applications of break-even analysis – decisions regarding sales-mix make or buy decision and discontinuation of a product line.(Theory & Problems)

UNIT-IV

Pricing Decisions – Theory of price – Product pricing – New product pricing – Pricing strategies – Pricing of Services. (Theory)

UNIT-V

Budgets and Budgetary Control – Budget manual – Preparation and monitoring procedures – Budget variances – Flexible budgets – preparation of functional budget – operating and non – operating functions – cash budgets – Capital expenditure budget – Master budget – Principal budget factors.(Theory & Problems)

References:

1. Shasi K. Gupta & R.K. Sharma – Accounting for Managerial Decisions 1st Edition (2016), Kalyani Publishers, New Delhi
2. RSN Pillai, Bagarathi & S. Uma, Fundamentals for Advanced Accounting, Vol I & II (2012), S Chand New Delhi.
3. Bhattacharya S.K. Accounting for Management, 2nd Edition (2009) Vikas Publication, New Delhi.
4. Ramachandran N. Financial Accounting for Management, TMH Publications, 2nd Edition (2008) Hyderabad.
5. Madegovda – Accounting for Managers – 3rd Edition (2012) Himalaya Publishing House New Delhi

20CO 422 :AUDITING AND ASSURANCE

Subject Code :	20CO 422	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 To make student aware of the concepts, principles, and objectives of Auditing.
- CO 2 To provide an understanding of Auditing and Assurance Standards.
- CO 3 To develop an idea of planning and organization of Audit.
- CO 4 To acquaint the students with the various processes and principles of Investigating Accounts.
- CO 5 To understand the requisites of a good Audit Report and knowing the liabilities of an auditor.

UNIT-I

Introduction – Basic Principles of Auditing – Evolution of Auditing – Accounting and Auditing – Objectives of an Audit – Ethical Principles of Auditing – Detection and Prevention of Errors and Fraud – Qualities of an Auditor.

UNIT-II

Auditing and Assurance Standards – An Overview, Standards setting process, Guidance Notes, Auditing, and Assurance Standards in India – Differences between Auditing & Assurance Standards and International Standards of Auditing – Role of Auditing and Assurance Standards Board of India.

UNIT-III

Organisation of Audit – Audit Planning, Letter of Engagement – Preparation for Audit, Audit Program, Audit Note Book, Audit Working Papers, Audit Files, Audit Manual and Audit Evidence, Delegation and Supervision of Audit work

UNIT-IV

Investigation of Accounts – Differences between Auditing and Investigation – Investigation Features and Reasons, Guiding Principles and Stages of Investigation – Representation by Management as Audit Evidence .

UNIT-V

Auditor's Report and Liabilities – Object and Importance, Audit Report and Audit Certificate, Types of Audit Reports, Contents of Audit Report, Special matters to be considered in Auditing Report – Requisites of a good Audit Report – Liability of Joint Auditors, Liability of Honorary Auditor, Liability of an Auditor appointed by Private and Public Limited Company.

References:

1. Kamal Gupta & Ashok Gupta - "Fundamentals of Auditing" 2nd Edition (2004), Tata McGraw Hill Education, New Delhi.
2. R.G. Saxena - "Principles and Practice of Auditing", 5th Edition (2011) , Himalaya Publishing House, New Delhi
3. Spicer and Pegler "Practical Auditing", 5th Edition (2004), Allied Publications, New Delhi.
4. Ghatalia, "Principles of Auditing" 5th Edition (2010) PHI, New Delhi.

20CO 423 :GOODS AND SERVICE TAX & CUSTOMS

Subject Code :	20CO 423	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 The objective of the course is to make student aware of the concepts, functions, processes and practices of GST.
- CO 2 Students are able to understand SGST, CGST, and IGST.
- CO 3 It provides an understanding of procedure for registrations and filing process of GST returns.
- CO 4 To acquaint the students with different duties which are involved in Customs Act.
- CO 5 Students are able to understand the valuation of goods along with Customs value inclusions and exclusions.

UNIT-I

Introduction to GST – Meaning of GST – Nature, scope of GST – Merits and demerits of GST – Definition: adjudicating- authority, agent, business, goods, places of business, input tax credit – Chargeability – Collection at Source – Composition Levy – Tax under Central GST and State GST – Returns under GST –Taxation of Services–Remission of Tax – Adjustment and Refund of GST.

- sec9 (3) reverse charge mechanism

UNIT-II

SGST, CGST, IGST – Meaning of SGST, CGST, IGST – Definitions: export of goods- exports of services-import of goods-import of services-intermediary-location of the recipient of services-location of supply of services-supply.

UNIT-III

Registration and Filing of GST Returns – Persons liable for registration- Persons not liable for registration – Procedure for registration – GST returns filing process

UNIT –IV

Customs Act– Salient features of Customs Act 1962 – Definitions: Adjudicating authority – Assessment Bill of entry – Bill of Export – customs area – Customs port – customs airport Dutiable goods – export Exporter Import – Importer – India – Types of Duties – Basic customs duty Surcharge on Basic customs duty Special Additional duty o of customs -Additional or countervailing duty. Customs authorities Administrative set up – Power to grant exemption from duty -Remission of duty – Powers of customs Officers to inspect -Power to stop and inspect conveyance – Power of search -Seizure -Confiscation.

UNIT –V

Valuation of Goods – Value for the purpose of Customs Act – Tariff Value – Customs value as per section 14(1) Major requirements of Customs value – Customs value Inclusions and Exclusions.

Reference Books

1. A bird view of GST By R K Jha and P K Singh ,Asia Law House, Hyderabad.
2. GST , K.P.C Rao, ALT Publications, Hyderabad .
3. Indirect Taxes By : V.S.DateyTaxmann Publication (P) Ltd., New Delhi.

20CO424 :CORPORATE TAX PLANING AND MANAGEMENT

Subject Code :	20CO424	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 The objective of the course is to make student aware of the concepts, functions, processes and practices of corporate tax.
- CO 2 Students are able to understand the benefits and perquisites of salaried persons.
- CO 3 It provides an understanding of the tax planning for firms and Hindu Undivided Family.
- CO 4 It provides an understanding of the tax planning on managerial decisions.
- CO 5 Students are able to understand the tax planning on foreign collaborations and joint ventures.

UNIT-I

Introduction – Tax Planning and Management – Types of Taxes – Concept – Objectives and factors to be considered for Tax Planning -Tax Avoidance - Tax Evasion – Tax Evasion in India – Measures of the State for Tax Evasion.

UNIT-II

Tax Planning for Salaried Persons – Definition of Salary – Benefits and perquisites – Profit in lieu of salary and tax planning avenues for salary income.

UNIT-III

Tax Planning for Firms and HUF – Partnership firm under income tax law – Provisions related to interest and remuneration paid to partner – Computation of partnership firms – Book profit – Set off and carry forward to losses of firms and taxation of HUF.

UNIT –IV

Tax Planning on Managerial Decisions – Own or Lease – Make or buy decisions – Repair, Replace, Renewal or Renovation of Assets – Shutdown or Continue Decision.

UNIT-V

Tax Planning on Foreign Income – Selling in Domestic or Foreign Market – Avoidance of Double Taxation Agreement – Foreign Collaborations and Joint Ventures

References:

1. Dr. V.K. Singhnia & Dr. KapilSinghania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, WishwaPrakashan, New Delhi.

20CO431: FINANCIAL DERIVATIVES

Subject Code :	20CO 431	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 Understand the derivative products and the development of derivative trading in India.
- CO 2 Get familiar with the characteristics of the derivative options and mechanism of trading.
- CO 3 Able to identify suitable option trading strategies suitable to market movement.
- CO 4 Able to calculate option price using binomial model and BS model.
- CO 5 Able to develop knowledge about functioning of SWAPs and hedging strategies.

UNIT-I

Introduction – Financial Derivatives – Products and Participants in Derivative Markets – Forward Contracts – Forward Contracts Vs. Future Contracts – Types of Futures – Other Financial Derivatives – Derivatives Trading in India.

UNIT – II

Options Contracts – Call and Put Options – Determinants of Option Price – Stock and Index Option Properties and Mechanics – Options Trading in India – Warrants and Convertible Securities.

UNIT – III

Option Trading Strategies – Basic of Option Positions – Strategies involving Options – Covered Call, Protective Put, Spread – Combinations – and Other Strategies.

UNIT – IV

Options Valuation – Binomial Options Pricing Model – The Black – Scholes Options Pricing Model – Log – normal Property of Stock Prices – Volatility – Causes of Volatility.

UNIT – V

Financial Swaps – Currency Swaps – The Structure of Swaps – Interest Rate Swaps – Equity Swap – Valuation of Financial Swaps – Credit Derivatives – Caps and Floors – Hedging & speculation in Futures, Index futures.

References:

1. Bhalla, V.K. Financial Derivatives, Sultan Chand, New Delhi.
2. BishnuPriya Mishra, Financial Derivatives, Excel Books, New Delhi.
3. Don M. Chance & Robert Brooks, Derivatives and Risk Management Basics, Cengage, New Delhi.

4. John C, Hull: Options, Futures and Other Derivatives Pearson, New Delhi.
5. Franklin Edwards and Cindy Ma: Futures and Options, Tata McGraw Hill, New Delhi.
6. Gupta S. L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.

20CO432: FINANCIAL SERVICES

Subject Code :	20CO 432	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 To create awareness among the students about the significance of investment particularly strategic investment and finance decision-making.
- CO 2 The objective of the course is to provide students with the knowledge of merchant banking services along with guidelines of SEBI.
- CO 3 To understand Mutual Funds and the origin of venture capital.
- CO 4 To understand the types of lease agreements and factoring services in India.
- CO 5 To examine the emerging trends in financial services.

UNIT – I

Financial Services – Range of services – Characteristics – Institutions offering different services – Characteristics of financial services market – Problems and challenges in financial services marketing.

UNIT – II

Merchant Banking – Nature and scope of merchant banking services – Management of public issues and support services – Depository services – Marketing of services – SEBI guidelines.

UNIT – III

Mutual Funds – Meaning, Origin, Types/Classification of Funds, Importance, Mutual Funds Industry in India – **Venture Capital:** Meaning, Origin, Importance, Methods, India Scenario.

UNIT – IV

Leasing – Concept, Types, Lease Agreements – Potentiality of Leasing as a means of financing – Advantages, and Disadvantages – Lease Financing in India – **Factoring** – Meaning, Modus operandi, types, and functions – Factoring services in India.

UNIT V

Trends in Financial Services – Financial technology firms (Fintech Firms), Data-Driven Product Development, Digital Transformation, AI (artificial intelligence)& Block Chain, Big Data, Cyber Security, Mobile Banking, OMNI-Channel, Investor Education.

Reference Books:

1. David and Zenoff, **Marketing of Financial services**, Ballinger publishing.
2. Avadhani, V.A., **Marketing of Financial Services**, Himalaya Publishing House, Mumbai.
3. J.C. Verma, **Merchant Banking**, Tata McGraw- Hill.
4. Bhalla. V.K. **Management of Financial Services**, Anmol Publications, New Delhi.
5. ChinmaoySahu, **Management of Financial Services**, Excel Books, New Delhi.

20CO 433 :BANKING AND TECHNOLOGY

Subject Code :	20CO 433	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO-1 To explain the role of information technology in Indian Banking Industry.
- CO-2 To explain the role of electronic banking and electronic fund management.
- CO-3 To explain how integrated communication networks works in banks and the role of CRM.
- CO-4 To explain how to manage disaster management and computer security. The role of computer audit and security control aspects.
- CO-5 To explain the importance of data warehousing and data mining techniques and its advantages.

UNIT – I

IT in Banking – Information Technology and its implications – Information Technology – Indian Banking Scenario – Initiatives and Trends. (15 Hours)

UNIT – II

Applications in Banking – Computer based information System for Banking and Electronic Banking, Electronic Fund Management. (15 Hours)

UNIT – III

Enabling Technologies of Modern Banking – Electronic Commerce and Banking – Customer Relationship Management – Integrated Communication Networks for Banks (15 Hours)

UNIT – IV

Security and Control Systems – Computer Security and Disaster Management System – Audit and Computer Crime – Security and Control Aspects of Emerging Banking Technologies (15 Hours)

UNIT – V:

Planning and Implementation of Information System – Data Warehousing and Data Mining – Designing and Implementing Computerization in Banking Sector (15 Hours)

References:

1. Hawtrey. The Art of Central Banking. (1970) New York: Augustus M Kelley Publishers.
2. Desai, Vasant, Indian Banking, Nature and Problems 1st Edition (1980) Mumbai, Himalaya Publishing House.
3. Murdick, R.G., Ross, J.E., Clagget J.R, Information Systems for Modern Management. 3rd Edition (1988) PHI

20CO 434 :INSURANCE AND RISK MANAGEMENT

Subject Code :	20CO 434	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

CO 1 To develop and understand what risk is, how it can be measured and transferred.

CO 2 To familiarize students with Commercial risk management applications.

CO 3 To discuss the matter related to Personal risk management applications

CO 4 To make the students understand Health and Life risk insurance in India.

CO 5 To make them understand the controlling authorities existing in insurance industry.

UNIT-I Risk Management process – Risk Identification, Evaluation -Risk Management Techniques, Selecting and Implementing Risk Management Techniques – Types of Risks – Insurance and risk. (9 Hours)

UNIT-II Commercial Liability Insurance – Commercial Risk Management Applications – Property – Liability – Commercial Property Insurance, Different policies and contracts – Business Liability and Risk Management – Workers compensation and Risk Financing. (11 Hours)

UNIT-III Property and liability Insurance Coverage – Personal Risk Management Applications– Property – Liability – Risk Management for Auto Owners – Risk Management for Home Owners. (11 Hours)

UNIT-IV Risk Management Applications – Loss of Life – Loss of Health – Retirement Planning and Annuities – Employee Benefits – Financial and Estate Planning. (11 Hours)

UNIT-V

Risk Management Scenario – Functions and organization of Insurers – Government Regulation of Insurance Sector – IRDA – Privatization of Insurance – Changes in Insurance Acts – Insurance Intermediaries – Insurance Product pricing and Claim valuation – Bank Assurance – Foreign Insurers in India. (18 Hours)

References:

1. Dr. Sunil kumar “Insurance and Risk Management”, 1st Edition, (2016) Galgotia Publishing Company.
2. Dr. P. Periasamy, “Principles and Practice of Insurance”, 1st Edition, (2011) Himalaya Publishing House, Mumbai.
3. George E. Rejda, “Principles of Risk Management”, 13th Edition, (2016), Pearson, New Delhi.
4. Michael J. Mc Narmara, “Principles of Risk Management and Insurance”, (2017), Addison- Wesley,
5. Ganguly Anand, “Insurance Management” 1st Edition, (2011), New Age International Publisher, New Delhi

20CO441: FOREIGN EXCHANGE AND RISK MANAGEMENT

Subject Code :	20CO 441	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 Understand the Administration and organizational structure Assess the framework of sources and uses in aiding or hindering foreign exchange.
- CO 2 Understand the theoretical relationship underlying foreign exchange systems under IMF.
- CO 3 To understand the concept of Administration of Foreign Exchange
- CO 4 Analysing various exchange rates of different countries.
- CO 5 Workout the exchange dealings, futures and options of risk management.

UNIT – I

Framework of Foreign Exchange – Foreign exchange – sources and uses – foreign trade and foreign exchange – determinants of foreign exchange rate – parties in foreign exchange

UNIT – II

Foreign Exchange Systems – Fixed and Floating Exchange Rates – Exchange Rate System Prior to IMF – Exchange Rate Systems Under IMF – European Union – External Value of Rupee – Convertibility of Rupee – South East Asian Currency Crisis

UNIT-III

Administration of Foreign Exchange – Evolution of Exchange Controls – Foreign Exchange Management Act, 1999 – Administrative structure – Organization of an Authorized Dealer – Foreign Exchange Markets

UNIT-IV

Exchange Arithmetic – Spot Exchange Rates – cross Rates – Forward Exchange rates– Forward Exchange Rates Based on cross Rates – Inter Bank Deals Swap Deals – Execution of Forward Contract – Cancellation / Extension of Forward Contract

UNIT –V

Risk Management – Exchange Dealings – Futures and options – Exchange Risk: Transaction Exposure – Translation and Economic Exposures – Interest Rate Risk – Managing interest Rate Risk

References:

1. David S. Kidwell, Richard L. Peterson, David W. Blackwell: Financial Institutes,
2. Market and Money, Harcourt Brace Jovanovion, 1993

3. H.P Bhardwaj: Foreign Exchange Handbook, Wheeler publishing, 1994.
4. Treasury and Risk Management in Banks – 11 BF Taxman – 2006.
5. BibekDebroy: The Convertible Rupee & How to Profit from it, Global Business Press.

20CO442: GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Subject Code :	20CO 442	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 This course enables the students to have an understanding of the importance of SCM in Global Environment.
- CO 2 To understand the evolution and growth of SCM along with methods of production.
- CO 3 To examine the financial issues involved in supply chain management.
- CO 4 To measure the performance of Inter Functional Coordination in SCM.
- CO 5 To have an idea on managerial and research implications in Supply Chain.

UNIT – I

Introduction – Scope of SCM – SCM in the Global Environment – Consequence of SCM: Creating Value, Satisfaction, and Differential Advantages-Role of Marketing in SCM-Role of the Sales Function in SCM-R & D in SCM

UNIT- II

Supply Chain Sales Forecasting – Forecasting in the supply chain - Evolution and growth of SCM-Supply Chain Production – Standard Methods of Production

UNIT-III

Purchasing in a supply chain – Role of logistics in the supply chain – Evolution and Growth of information systems in SCM - Financial issues in SCM - Customer service in a SCM

UNIT-IV

Inter Functional Coordination in SCM – Inter -Corporate Corporation in SCM – Measuring Performance in the Supply Chain

UNIT-V

Managing the Supply Chain – Managerial and Research Implications, Reverse logistics.

References:

1. John T. Mentzer, Suplly chain Management – sage publications New Delhi, 2008.
2. Rahul v.altekar- Prentice/hall of India - New delhi-110001, 2005
3. Sunil chopra/peter meindl , Prentice/hall of India private limited ,New delhi-110001, 2007.
4. S.S Mishra, Taxmann’s Publication on Pvt, Ltd, New Delhi, 2009.
5. Donald j bowersox ,Davi j closs, M bixby cooper Tata McGraw hill publishing company limited New Delhi , 2008 - Supply Chain Logistics Management.

20CO443: INTERNATIONAL BUSINESS NEGOTIATIONS

Subject Code :	20CO 443	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

- CO 1 Students are able to understand the nature of international business negotiations.
- CO 2 Understand the cultural aspects of international business negotiation.
- CO 3 Understand the Export transaction and agency agreements in negotiating sales.
- CO 4 Analyse the market potentiality of investment negotiations of different countries.
- CO 5 Lead and implement ethical policies in business negotiations and promote best practices.

UNIT – I Nature of International Business Negotiations – Framework for international business negotiations – Background factors – Impact of national culture, organizational culture and personality on buyer – seller interaction – a model of the negotiation process with different strategies and planning – Distributive bargain and integrative negotiations.

UNIT – II Cultural aspects of International Business negotiation – Hofstede’s dimension of culture and their influence on International Business negotiation – cross culture communication : Issues and Implications – The role of time in International Business negotiation – The role of atmosphere in negotiations.

UNIT – III Negotiating sales – Export transaction and agency agreements – negotiating licensing agreements – Negotiating international joint venture – project negotiations – Cooperative negotiation for mergers and acquisitions.

UNIT – IV Investment negotiations – Negotiating with Europe, China and other East Asian countries – Business Negotiations between Japanese and Americans – General Guidelines for negotiating international business.

UNIT – V Ethics in negotiations – Communication in negotiations – Negotiation power and relationships in negotiations – Best practices in negotiations – Business Etiquette – Assertive skills – Personality and negotiation skills.

References:

1. International Business Negotiations, Second Edition – Pervez. N. Ghauri (Editor), Jean – Claude Usunier (Editor), Pergamon, 2003.
2. Global Business Negotiations: A Practical Guide –Subhash Jain (Author) Claude Cellich, South – Western Educational Publishing.

20CO444: INDIA'S FOREIGN TRADE AND DOCUMENTATION

Subject Code :	20CO 444	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes: By the end of the course, students will be able:

CO 1 To create awareness about the importance of Global Trade & Growth.

CO 2 To describe the various instruments of export promotion.

CO 3 To understand the procedures and documenting import and exports.

CO 4 To study the nature of post shipment finance and identifying merits and limitations of foreign currency loans.

CO 5 To bring the cognizance of marine insurance and packaging.

UNIT –I

Global trade and its growth – India's relative position in World Trade – Trends in India's Foreign Trade: Direction and composition of India's foreign trade; India's Balance of trade and Balance of Payments – Export – Import policy; Export promotion and institutional set - up; Deemed exports; Rupee convertibility and impact on foreign Trade.

UNIT –II

Instruments of Export Promotion – Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes; Duty drawback; Tax concessions; Marketing assistance; Role of export houses, trading houses and state trading organizations;

UNIT –III

Export – Import Procedure and Documentation – Basic documents used in international trade - export letter of credit – processing of an export order – excise duty and sales tax procedure – pre - shipment documentation – standardization procedure for export by sea, inland container depots, container freight stations, export by air, courier service, land and river, export by post, Collection, negotiation of export documents – registration, formalities with export promotion councils, FIEO, export promotion schemes, Registration formalities – opening of letter of credit for import. Retirement of import documents, Customs procedure for clearing of imported goods

UNIT - IV

Export - Import Finance – Export finance and payments – Export credit – advances against collections – discounting trade acceptance – institutional support for export finance in India – RBI guidelines – ECGC guidelines – FEDAI guidelines – International Chamber of Commerce. Stages of export finance – types of pre - shipment and post – shipment finance. Different stages of post shipment finance – New schemes of export financing – rediscounting of export bills – options for the exporters – forfeiting and factoring – finance for software exports – Import finance – import letter of credit - exchange control requirements – RBI guidelines – FEDAI & UCPDC provisions.

UNIT - V

Shipping, Insurance and Packaging – Shipping & Marine Insurance – General Information on Shipping – Types of Containers and Ships – Containerization – Marine Insurance – Air Transportation – Bill of Lading/Air Way Bill/Sea Way Bill – Maritime Fraud – Packaging

Introduction – Mechanical tests – Climatic tests – Stretch Wrapping – Cushioning materials – Shrink packaging – packaging cost – Lab testing – International Care labeling code.

References:

1. Gupta, R.K.: Anti - dumping and Countervailing Measures, Sage Publications, New Delhi.
2. Nabhi’s Exporter’s Manual and Documentation, Nabhi Publication, New Delhi.
3. Soderstenm B.O: International Economics, McMillan, London.
4. Varsheny R.L. and B. Bhattacharya: International Marketing Management, Sultan Chand & Sons, and New Delhi.
5. Verma, M.L: International Trade, Commonwealth Publishers, Delhi.

INTRODUCTION TO GOODS AND SERVICE TAX

Subject Code :	20 MO 03	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Outcomes:

- CO-1: To develop an idea about GST.
- CO-2: To have an idea on concept of supply and reserve charge mechanism.
- CO-3: To understand the composition scheme and valuation of GST.
- CO-4: To understand the returns under GST
- CO-5 To understand well about interest, penalty and prosecution.

UNIT I.

Introduction: Introduction to GST – Meaning of GST – Salient features of GST - Objectives of GST - Benefits of GST – Overview of GST – Merits and Demerits of GST,

UNIT – II: Concept of supply: Meaning and scope of supply – Time of supply of goods - Levy of GST – Basis of taxation - Reverse Charge Mechanism: Goods exempted from tax – Services exempted from tax – Reverse charge mechanism.

UNIT – III: Valuation of GST: Composition Scheme - Valuation of GST - Valuation Rules - Payment of GST

UNIT – IV: Returns under GST: Input Tax Credit - Concept of ITC & Payment of GST - Returns under GST - Furnishing of Returns - Books of Accounts - Different books of accounts

UNIT – V: Interest, Penalty and Prosecution - Interest, Penalty and Prosecution-I - Provision of Interest - Interest, Penalty and Prosecution-II - Provision of penalty & Prosecution.

Reference Books

1. Acharjee, M. [2017].Goods and Service Tax
2. Chatterjee T.B. and Sony, V.[2018] Goods and Service Tax, Book Corporation
3. Subramanian, P.L.[2017]: Guide to GST : Snow white Publications, India: 3rd Edition - April 2017
4. Datey, V.S. [2017] : GST Ready Reckoner: Taxman Publications, New Delhi, India: Ed. 1. April 2017
5. Garg, Keshav. R [2017]: GST Ready Reckoner : Bharat Publisher, New Delhi, India:Ed.3, 2017
6. Gupta , S.S. [2017] : GST Law & Practice : Taxman Publications, New Delhi, India: 2017 Edition.