

**SCHOOL OF MANAGEMENT STUDIES (SMS)**  
**BBA PROGRAMME**  
**Semester-Wise Course Structure, 2020-23 Batch**

<b>1<sup>st</sup> Semester</b>	<b>101</b>	<b>INTRODUCTION TO BUSINESS</b>	<b>L-T-P 4 - 0 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course Objectives:**

- To expose the student to many functions of modern business
- To expose the student to the multitude of career fields in the areas of business
- To understand entrepreneurship, small business and franchising.

**Unit -I**

**[10 Hrs]**

**Introduction to Business:** Meaning of business, purpose and mission, objectives, strategies, policies, procedure, programs, budgets; nature of business; objectives of business; essentials of a Successful business; qualities of a successful businessman; Classification of industries; Modern business environment; Business process.

**Unit- II**

**[10 Hrs]**

**Forms of Business Organizations:** Meaning and definition; characteristics of an ideal form of business organization; Sole Trader: Meaning; features; merits and demerits. Partnership: Meaning, characteristics; Kinds of Partners; partnership deed; dissolution of partnership firms.

**Unit - III**

**[10 Hrs]**

**Joint Stock Company:** Meaning and definition; characteristics; kinds of companies; distinction between private and public company; merits and demerits of company form of organization; Statutory corporations; Formation of a company.

**Unit - IV**

**[10 Hrs]**

**Organizational Structure:** Formal and informal organizations- Line and staff organization; Principles underlying designing of a structure. Structure and Management of Co-operative organizations. Government and co-operative system. Social Responsibilities and obligations of Business Management.

**References:**

1. S.A.Sherlekar, Modern Business Organisation Management- Himalaya Publishing House
2. J.P.Mahajan, Modern business Organisation - Himalaya Publishing House
3. C.R.Basu, Business and Organisation - TMH
4. Satyaraju and Parthasarathi, Management: Text & Cases PHI
5. Peter Drucker, Process of Management.

<b>1<sup>st</sup> Semester</b>	<b>102</b>	<b>BUSINESS COMMUNICATION</b>	<b>L-T-P 4 - 0 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course Objectives:**

- To provide an overview of Prerequisites to Business Communication.
- To put in use the basic mechanics of Grammar.
- To provide an outline to effective Organizational Communication.

**UNIT – I:**

**[8 Hrs]**

Communication Basics: The process of communication (2-way Model): Sender, Message, Channel, Receiver, Feedback. Communication Flow in Organizations: The Grape-vine; Formal Channels – Vertical (Downward and Upward); Horizontal; Diagonal. Non-verbal Communication

**UNIT – II**

**[12 Hrs]**

Language Skill 1 - Listening: Listening Vs. Hearing – Importance of the listening skill – Types of Listening: Active Listening; Empathetic Listening; Content Listening; Critical Listening – Barriers to Listening – Guidelines for improving the Listening Skill.

Language Skill 2 - Speaking: Guidelines for improving confidence, fluency, articulation, and accent and voice modulation while speaking. Oral communication at the workplace: Essentials of a Business conversation

**UNIT – III**

**[10 Hrs]**

Language Skill 3- Reading :The process of Reading; Sub skills of Skimming, Scanning, Inferencing, Guessing word-meaning, Using appropriate speed for various kinds of reading.

**UNIT – IV**

**[10 Hrs]**

Language skill 4 - Writing : The writing Process – Guidelines for composing effective business messages – Structure of Routine and Persuasive business messages, good-will, good-news, and bad-news messages. Features of an effective business E-mail.

**References:**

- Business communication – Meenakshi Raman & Prakash Singh
- Business and Managerial Communication – Sailesh Sengupta, PHI Learning
- BCOM: Business Communication – A South Asian Perspective. Lehman, Dufrene & Sinha, Cengage Learning

<b>1<sup>st</sup> Semester</b>	<b>103</b>	<b>QUANTITATIVE TECHNIQUES FOR MANAGEMENT</b>	<b>L-T-P 4 - 1 - 0</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course Objectives:**

- To understand why statistics are important for making business decisions
- To demonstrate a sound knowledge of statistical terms
- To explain the merits and limitations of various statistical techniques
- Understand basic statistical concepts such as statistical collection, statistical series, tabular and graphical representation of data

**Unit-I**

**[ 8 Hrs]**

Statistics as a subject; functions, importance and limitations of statistics; Planning and execution of a statistical investigation; Census and sample investigation; Classification of data, Organization of data using Tabulation, Graphical Presentation, Types of Diagram.

**Unit- II**

**[12 Hrs]**

**Measures of Central Tendency:** Definition and utility; Characteristics of a good average; Arithmetic Mean; Median; Other positional measures - quartiles, deciles, percentiles; Mode; Relation between Mean, Median and Mode; Choice of a suitable measure of central tendency.

**Unit- III**

**[10 Hrs]**

**Measures of Dispersion:** Different measures of Dispersion - Range, Quartile deviation, Mean deviation, Standard Deviation; Comparison of the different measures of dispersion. Measures of relative dispersion- Coefficient of Variation, combined mean and standard deviation; moments, Skewness and Kurtosis; Moments; Coefficients based on moments; Skewness; Measures of Skewness; Kurtosis and its measures.

**Unit-IV**

**[10 Hrs]**

**Correlation and Regression:**

Correlation Analysis- Meaning of correlation; Karl Pearson's coefficient of linear correlation; Properties of the correlation coefficient; Rank correlation; Spearman's Rank correlation coefficient.

Regression Analysis: Two lines of regression; some important results relating to regression lines; Correlation coefficient and the two Regression Coefficients;

**References**

1. J.K.Sharma, Pearson.
2. J.S.Chandran- Statistics for Business and Economics, Vikas.
3. Levin & Rubin- Statistics for Management, PHI.
4. A.K.P.C.Swain- A first course in Statistics with Applications, Kalyani.
5. Goon, Gupta, Dasgupta- Fundamentals of Statistics Vol I, World Press.

<b>1<sup>st</sup> Semester</b>	<b>104</b>	<b>BASIC FINANCIAL ACCOUNTING</b>	<b>L-T-P 4 - 1 - 0</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course Objectives:**

- To introduce problems of financial accounting such as measuring and reporting issues related to assets and liabilities and preparing the financial statements.
- To gain the ability of using accounting information as a tool in applying solutions for managerial problems, evaluating the financial performance, and interpreting the financial structure

**Unit – I**

**[10 Hrs]**

Financial Accounting: An Introduction: The need Accounting ,Objects and functions of Accounting External and Internal users of Accounting Information, branches of Accounting, Concepts and Conventions, Limitations of Financial Accounting.

**Unit – II**

**[12 Hrs]**

Classification of Accounts, Analysis and Recording of Business Transactions, Journal, Rules of Journalizing, Ledger posting, Completion of the Accounting Process. The preparation of Trial balance, Errors and their rectifications, Preparation of art Book and bank reconciliation Statement.

**Unit – III**

**[8 Hrs]**

Understanding and preparation of Income statement and Balance sheet without adjustments and with adjustments.

**Unit – IV**

**[10 Hrs]**

The Concept of Depreciation, Causes, Factors affecting depreciation, Depreciation methods, Accounting for Depreciation.

**References:**

1. S.P. Jain, K.L. Narang - Financial Accounting, Kalyani Publishers, New Delhi.
2. T.S. Grewal - Introduction to Accountancy, S.Chand &Company, New Delhi.
3. Juneja & Saxena, Introduction to Accounting.

<b>1<sup>st</sup> Semester</b>	<b>105</b>	<b>COMPUTER FOR MANAGEMENT</b>	<b>L-T-P 4 - 0 - 2</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course Objectives:**

- To understand the concepts of Set theory and Relation.
- To understand the concepts of Functions and define the recursive functions.
- To understand the concept of Laplace transforms

**Unit-I**

**[8 Hrs]**

Fundamentals: Concepts of computers, Application areas, Classification of Computer System. Data representation and Binary Numbers, computer hardware and software.

**Unit-II**

**[10 Hrs]**

ALS, Internal organization of ALU, Types of memories, selection of memory systems, role of control unit, data communication, LAN and WAN, Switches, hubs, routers, idea of distributed systems, the internet, world wide web, search engine, email, home page.

**Unit-III**

**[12 Hrs]**

Programming, concept, flowchart, algorithms, programming languages and packages, batch processing, multi programming, parallel process, stored programme concept, programme execution, fetch decode, execute cycle, arithmetic, Logic and shift operations.

**Unit-IV**

**[10 Hrs]**

Operating Systems, DOS, WINDOWS, Conventional machines, digital logic machine, operating system, basic idea of an OS, OS as a resource manager, memory management, input output management.

**References:**

1. Balguruswami - Computer Fundamentals.
2. V.Rajaraman - Computer Fundamentals.

<b>2nd Semester</b>	<b>201</b>	<b>BUSINESS ECONOMICS</b>	<b>L-T-P 4 - 0 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course Objectives:**

- To an adequate theoretical foundation to study various applied fields in economics and management.
- To demonstrate the application of economic theory to business decisions.
- To develop a student's ability to think analytically about the economic forces at work in society.

**Unit-I**

**[10 Hrs]**

Introduction to Business Economics: Basic Economic Concepts and precepts; Nature and Scope of Business Economics. Goods, Services, utility, value. Micro vs. macro economics. Basic principles of Economics, Basic problems of an economy.

**Unit-II**

**[8 Hrs]**

Demand and Supply Analysis: Meaning of demand, law of demand, Determinants of Demand, Increase and Decrease in demand, Price, Income, Cross and Promotional elasticity of demand; Elasticity of supply: Price, Income and Cross elasticity of Supply; Elasticity of supply simple numerical problems to be solved.

**Unit-III**

**[12 Hrs]**

Production and cost Analysis: What are costs; Costs as opportunity costs, Accounting vs. Economic costs, Accounting vs. Economic profit; Production functions in the short run and in the long run producer's equilibrium; Types of costs: Variable and fixed costs, short run and long run costs, Average cost, Marginal Cost; Economics and Diseconomies of Scale; Revenue concepts, total revenue, Average revenue and Marginal Revenue.

**Unit-IV**

**[10 Hrs]**

Theory of production: production functions- law of variable proportion, return to scale. Distinguishing characteristics between market forms; perfect competition; monopoly; monopolistic competition; oligopoly.

**References:**

- Business Economics- D.M. Mithani- Himalaya Publication
- Modern Micro-Economics: H.L. Aahuja -S.Chand
- Managerial Economics: P.L. Mehta- Sultan Chand.

<b>2<sup>nd</sup> Semester</b>	<b>202</b>	<b>MANAGEMENT THEORY AND PRACTICES</b>	<b>L-T-P 4 - 0 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course Objectives:**

- To explain the various concepts of management.
- To make the students understand the contemporary management practices
- To highlight professional challenges that managers face in various organization

**Unit-I** **[10 Hrs]**

Introduction: Concept, process and significance of management; Managerial roles; an overview of functional areas of management; Development of management; Classical and neo-classical systems; Contingency approaches.

**Unit-II** **[10 Hrs]**

Planning: Concept, process and types. Decision making - concept and process; Management by Objectives; Corporate Planning; Environment analysis; Strategy formulation.

**Unit-III** **[12 Hrs]**

Organizing: Concept, nature, process and significance; Authority and Responsibility relationships; Centralization and decentralization; Departmentalization; Organization structure - forms and contingency factors.

**Unit-IV** **[8 Hrs]**

Leading: Leadership Theories, Leadership Styles. Communication - Types, process, barriers. Unit-V Controlling: Concept and process; effective control system; Techniques of control.

**References:**

- Wehrich and Koontz, et al - Essential of Management, TMH.
- Robbins, SP- Management, Prentice Hall.
- Stoner, Freeman, Gilbert - Management, PHI.
- Terry, Franklin - Principles of Management, AITBS.
- L.M.Prasad - Principles and Practice of Management, Sultan Chand.

<b>2<sup>nd</sup> Semester</b>	<b>203</b>	<b>COST AND MANAGEMENT ACCOUNTING</b>	<b>L-T-P 4 - 1 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course Objectives:**

- To learn advanced management accounting techniques and
- To carryout decision making and control.
- To Understand various costing systems and management systems
- To analyze cost-volume-profit techniques to determine optimal managerial decisions.

**Unit – I**

**[ 12 Hrs]**

Overview of Cost Accounting, Concepts and practices. Difference between Cost Accounting and Financial Accounting, Cost Accounting and Management Accounting, Management Accounting: Scope, Objects and Functions and Limitations of Management Accounting, Tools and Techniques of Management Accounting

**Unit – II**

**[10 Hrs]**

Classification of Cost, Cost Center and Cost Unit, Preparation of cost sheet, Allocation and Absorption of Overhead, Preparation of Labour hum mate & Machine hum mate.

**Unit – III**

**[8 Hrs]**

Marginal Costing and Cost - Volume Profit Analysis.

**Unit – IV**

**[10 Hrs]**

Job, Contract and Process costing. Budgetary Control, Standard Costing and Variance Analysis.

**References:**

- Cost Accounting, S.. P. Jain & K.L. Narang, Kalyani Publishers.
- Nigam B.M.L. & Jain, I.C., Cost Accounting - An Introduction, PHI.

<b>2<sup>nd</sup> Semester</b>	<b>204</b>	<b>MANAGERIAL COMMUNICATION</b>	<b>L-T-P 4 – 0 – 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course Objectives:**

- To accelerate the communication skills in English
- To polish their written communication skill in English
- To enable the student preparing, writing the business report

**Unit I**

**[10 Hrs]**

Communication – defining communication, process of communication, communication model, objectives of communication, principles of communication, importance of business communication, importance feedback.

**Unit II**

**[ 12 Hrs]**

Channels of communication, types of communication, dimensions of communication, and barriers to communication. Verbal, non verbal, formal, informal communication. Fundamental of business writing, format of business, types of business letter, inquiry letter, compliant letter persuasive letter, proposal, report writhing.

**Unit III**

**[10 Hrs]**

Employment messages writing resume, application letter, writing the opening paragraph, summarizing, spoken skills conducting presentation, oral presentation, debate, speeches, interview, group discussion, English pronunciation, building vocabulary.

**Unit IV**

**[8 Hrs]**

Barriers of effective communication and ways to overcome them, listening: importance of listening, types of listening, barriers to listening and overcoming them, listening situations, developing listening skills.

**References:**

1. Business communication – PC Bhatia – Ane books Pvt ltd., - [www.anebooks.com](http://www.anebooks.com).
2. Business communication, principles and methods and Techniques – Nirmal singh, Deep and Deep publications Pvt Ltd.
3. Business communication – Sathya swaroop Debaish Bhagabandas – PHI learning private ltd.
4. Business communication – Meenakshi Raman, Prakash singh, Oxford university press
5. Foundations of Business communication, India Edition – Dona. J. Young Tata mcgraw – Hill.

<b>2<sup>nd</sup> Semester</b>	<b>205</b>	<b>IT FOR MANAGERS (INCLUDING PRACTICAL)</b>	<b>L-T-P 4 - 0 - 2</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course Objectives:**

- To aim at imparting a basic level appreciation programme for the common man.
- To give students an in-depth understanding of why computers are essential components in business, education and society

**Unit-I**

**[8 Hrs]**

Fundamentals: Concepts of computers, Application areas, Classification of Computer System. Data representation and Binary Numbers, computer hardware and software.

**Unit-II**

**[10 Hrs]**

ALS, Internal organization of ALU, Types of memories, selection of memory systems, role of control unit, data communication, LAN and WAN, Switches, hubs, routers, idea of distributed systems, the internet, world wide web, search engine, email, home page.

**Unit-III**

**[12 Hrs]**

Programming, concept, flowchart, algorithms, programming languages and packages, batch processing, multi programming, parallel process, stored programme concept, programme execution, fetch decode, execute cycle, arithmetic, Logic and shift operations.

**Unit-IV**

**[10 Hrs]**

Operating Systems, DOS, WINDOWS, Conventional machines, digital logic machine, operating system, basic idea of an OS, OS as a resource manager, memory management, input output management. Web fundamentals, internet and WWW internet, internet based E Commerce, issues, problems, prospects.

**References:**

1. Balguruswami - Computer Fundamentals.
2. V.Rajaraman - Computer Fundamentals.

<b>3<sup>rd</sup> Semester</b>	<b>301</b>	<b>BUSINESS ENVIRONMENT AND ETHICS</b>	<b>L-T-P 4 – 0 – 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course objectives:**

- Introduction and orientation to an ethical decision-making framework
- Understand, and evaluate various organizational influences affecting ethical decisions
- Present and analyze ethical and moral issues

**UNIT – I**

**[12 Hrs]**

Meaning of Business Environment, Factors affecting environment to the business, Internal and external environment, micro environment, macro environment. Types of environment. Economic Environment: Nature of economy, structure of the economy, economic policies, economic conditions. Political Environment: Economic roles of the government, government and legal environment, economic roles of government of India. Technological Environment: Concept and significance of technological environment, regulation of foreign investment and collaboration. Social Environment: Business and society, business and culture, language, culture and organizational behavior, other social/cultural factors, social responsibility of business.

**UNIT-II**

**[10 Hrs]**

Economic Growth & Development – Meaning of economic growth, factors affecting economic growth, impact of circular flow of money on business, large scale & small scale business. Role of foreign Investments, private foreign investment limitations & degree of foreign investments, Govt. policy, event changes, Business & Law - Business cycle, Inflation - Meaning, causes & Measures to check inflation and price spiral.

**UNIT-III**

**[8 Hrs]**

Business Ethics, Meaning, Scope, Nature and value of management, need for ethical decisions by managers, value of management ethics, management integrity, types of integrity and developmental integrity, Ethical planning.

**UNIT-IV**

**[10 Hrs]**

Ethics in management, Ethical theories, Enterprise mission, institutionalizing ethics, code of ethics and its implementation.

**Reference:**

1. Economic Environment of Business by M. Ashikary.
2. Business Environment by Francis Cherrinulam
3. Business Ethics, CSV Murthy, HPH.

<b>3<sup>rd</sup> Semester</b>	<b>302</b>	<b>FINANCIAL MANAGEMENT</b>	<b>L-T-P 4 - 0 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course objectives:**

- Provide an in-depth view of the process in financial management of the firm
- Develop knowledge on the allocation, management and funding of financial resources.
- Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
- Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.

**Unit -I**

**[10 Hhrs]**

Concepts, objectives and scope of financial management, functions of a finance manager in contemporary business environment.

**Unit-II**

**[10 Hrs]**

Financial Analysis: Tools of analysis: Ratio analysis, Preparation and interpretation.

**Unit - III**

**[10Hrs]**

Managerial uses of funds flow and cash flow statement their preparation and analysis.

**Unit -IV**

**[10Hrs]**

Time value of money, Concept of Risk and Returns: Risk and return calculations for individual Security and portfolio concept.

**References**

1. Prasanna Chandra - Financial Management, TMH
2. James C. Vanhorne - Financial Management & Policy.
3. Weston & Brigham - Managerial Finance (Rine Hart Winston Holt).
4. Brigham - fundamentals of Financial Management, C.B.S. intemation.
5. Sahoo, P.K. - financial Management, Pen Point Communication
6. Khan & Jain - financial Management, Tata McGraw - Hill.

<b>3<sup>rd</sup> Semester</b>	<b>303</b>	<b>BUSINESS AND CORPORATE LAW</b>	<b>L-T-P 4 - 0 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course objectives:**

- Knowledge: Basic and broad knowledge in business laws in management. Ability to apply concepts, principles and theories to understand simple business laws.
- Global Perspective: Awareness of the different business laws.
- Awareness of the global business laws and its impacts on businesses

**Unit – I**

**[10Hrs]**

Indian Contract Act - essential elements of contract, offer and acceptance, consideration, capacities of parties, free consent legality of objects, contingent contract, discharge of contract. Special Contract Act - Quasi - Contracts, indemnity and guarantee, bailment and pledge, contract of agency.

**Unit – II**

**[10Hrs]**

Sales of Goods Act - introduction, conditions and warranties, transfer ownership of property in goods, performance of the contract of sale, remedial measures.

**Unit – III**

**[10Hrs]**

Indian partnership Act - nature of partnership, formation of partnership, relation of partners to one another, relation of partners to third parties, reconstitution of a firm, dissolution of a firm.

**Unit – IV**

**[10Hrs]**

Negotiable Instruments Act - negotiable instruments - parties, negotiation presentation, dishonor, Crossing and borrowing of cheques, GATT, FERA, Export Import exim policy.

**References:**

1. Mercantile Law - N.D. Kapur, Sultan Chand.
2. Business Law - Tulsian TMH.
3. Business Law - P.R. Chandha, Golgotia.

<b>3<sup>rd</sup> Semester</b>	<b>304</b>	<b>INTRODUCTION TO LOGISTICS MANAGEMENT</b>	<b>L-T-P 4 – 0 – 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course objectives:**

- To understand how Logistics, Supply Chain, Operations, Channels of Distribution fit in to various types of Business viz., Manufacturing, Service and Project.
- To understand how Warehouse Management and, other functions in Logistics fits into Logistics & Supply Chain Management.
- To understand how Managers, take decisions – strategic, tactical and operations - and how they are taken in Warehouse Management functional area.

**Unit I**

**[10Hrs]**

Logistics- Definition - History and Evolution- Objectives-Elements-activities importance- The work of logistics-Logistics interface with marketing-retails logistics-Emerging concept in logistics.

**Unit II**

**[10Hrs]**

Logistics Management-Definition-Achievement of competitive advantage through logistics Framework-Role of Logistics management-Integrated Logistics Management- Evolution of the concept- model - process-activities (in brief).

**Unit III**

**[10Hrs]**

Outsourcing logistics-reasons-Third party logistics provider-Fourth party Logistics providers (4 pl)-Stages-Role of logistics providers. Logistics Strategy-Strategic role of logistics-Definition-role of logistics managers in strategic decisions-Strategy options, lean strategy, Agile Strategies & Other strategies- Designing & implementing logistical strategy.

**Unit IV**

**[10Hrs]**

Quality customer service & integrated logistics-customer service-importance elements- the order cycle system-distribution channels-Functions performed-Types designing.

**REFERENCE BOOKS**

- David J. Bloomberg, Stephen LeMay & : Logistics,
- Joe B. Hanna Ltd.,New Delhi, 2003.
- Donald J. Bowersox & David J. Closs : Logistical Management,
- Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi,
- 2005 & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999

<b>3<sup>rd</sup> Semester</b>	<b>305</b>	<b>COMMUNICATIVE ENGLISH</b>	<b>L-T-P 4 - 0 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course objectives:**

- To enhance the learner's communication skills by giving adequate exposure in LSRW listening, speaking, reading and writing skills and the related sub-skills.
- To help the learners recognize and operate in various styles and registers in English.
- To help the learner get rid of his present flaws and mistakes in pronunciation and grammar.

**Unit-I**

**[10Hrs]**

The Elements of Communication

The importance of communication through English at the present time, factors that influence communication: sender, receiver, channel, code, topic, message, context, feedback

**Unit-II**

**[10Hrs]**

The importance of audience and purpose, the information gap principle: given and new information; information overload, critical and creative thinking, verbal and non-verbal communications: body language

**Unit-III**

**[10Hrs]**

The Sounds of English

Vowels, diphthongs, consonants, consonant clusters, the International Phonetic Alphabet (IPA) ; phonemic transcription Unit-III Stress and Intonation, syllable division and word stress, sentence rhythm and weak forms, contrastive stress in sentences

**Unit-IV**

**[10Hrs]**

Intonation

Intonation: falling, rising and falling-rising tunes, varieties of Spoken English: Standard Indian, American and British, problems of Indian speakers (particularly from the Eastern region) in the pronunciation of English. (Note: This unit should be taught in a simple, non-technical manner, avoiding technical terms as far as possible.)

**References:**

1. Effective English Communication by Mohan, TMH
2. Effective Technical Communication by M.Ashraf Rizvi (Tata McGraw Hill)
3. 3 Business Communication Today by Bovee et al ( Pearson)
4. 4 "Ship or Sheep" by Ann Baker (Cambridge)
5. 5 "Tree or Three" by Ann Baker (Cambridge)
6. 6 A University Grammar of English by Quirk et al (Pearson)
7. 7 Business Communications by Meenakshi Raman and Prakash Singh (Oxford)
8. Speaking and writing for effective Business Communication by Francis Soundararaj, Macmillan

<b>4<sup>th</sup> Semester</b>	<b>401</b>	<b>ORGANIZATIONAL BEHAVIOR</b>	<b>L-T-P 4 - 0 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course objectives:**

- To help the students to develop cognizance of the importance of human behavior.
- To enable students to describe how people behave under different conditions and understand why people behave as they do.
- To provide the students to analyze specific strategic human resources demands for future action.

**Unit- I**

**[8Hrs]**

**Introduction:** Definition, goals, scope and historical development of organizational behavior, International Dimensions of OB. Limitations and future of OB.

**Unit- II**

**[12Hrs]**

**Individual Behavior:** Introduction and foundation. Personality -definitions, determinants, Personality traits and types, instruments to measure personality,  
**Perception:** Meaning, factors influencing perception, theories, perceptual errors.  
**Learning:** Concept, theories of learning, application of learning in organization.  
**Motivation:** concept, importance, theories and their applicability.

**Unit- III**

**[10Hrs]**

**Communication:** Introduction, importance, process of communication, types, barriers in Communication, Communication and organizational effectiveness.  
**Group dynamics:** Concept, types of groups and functions, meetings, team work, stages of group formation and its relevance to organization.

**Unit- IV**

**[10Hrs]**

**Behavior in organization:** Introduction, issues between organizations and individuals. Inter Personal behavior; conflict, nature of conflict, levels of conflict, types and conflict management Styles.

**References:**

1. Stephen.P.Robbins, et.al - Organizational Behavior, Pearson Publication
2. Steven L., McShane, et.al - Organizational Behavior, TMH.
3. Fred Luthans - Organization Behavior, McGraw Hill.
4. K.Awsathappa - Organisation Behavior.

<b>4<sup>th</sup> Semester</b>	<b>402</b>	<b>MARKETING MANAGEMENT</b>	<b>L-T-P 4 - 0 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course objectives:**

1. To understand the concepts of marketing management
2. To learn about marketing process for different types of products and services
3. To understand the tools used by marketing managers in decision situations
4. To understand the marketing environment

**Unit- I**

**[10Hrs]**

**Marketing Concepts:** Nature and Scope of Marketing Management, Marketing Process, Marketing v/s Selling, Marketing Environment, Marketing Organizations, Marketing Mix.

**Unit- II**

**[10Hrs]**

**Scanning the marketing environment Marketing Strategy:** Market Segmentation, Targeting and Positioning, Brand Equity and Craft Brand Positioning.

**Unit- III**

**[10Hrs]**

**Understanding Consumer:** Consumer Behavior, Types of Consumers, Factors influencing Consumer Behavior, Consumer Decision Making Process.

**Unit- IV**

**[10Hrs]**

**Marketing Planning & Control:** Marketing Planning, Marketing Competitiveness, Customer Value, Marketing Planning Process, Identifying and analyzing the competitors. Defining the Competitive Strategy and Marketing control process.

**References:**

1. V.S.Ramaswamy & S.Namakumari - A Textbook on Marketing Management, McMillan.
2. Philip Kotler, Keller, Koshy & Jha - Marketing Management, Pearson Education.
3. Rajan Saxena - Marketing Management, Tata McGraw Hill.
4. S H H Kazmi - Marketing Management, Excell Book

<b>4<sup>th</sup> Semester</b>	<b>403</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	<b>L-T-P 4 - 0 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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### **Course Objectives**

- To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
- To help the students focus on and analyze the issues and strategies required to select and develop manpower resources
- To develop relevant skills necessary for application in HR related issues
- To enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decision

### **Unit- I**

**[12Hrs]**

**HRM:** Concept, scope and objective. HRM- the challenges - environmental, organizational and individual. Human Resource Planning - Supply and demand. Recruitment and Selection - sources of recruitment, Tests & Interviews, Induction/orientation and Socialization.

### **Unit- II**

**[8Hrs]**

**Performance Appraisal:** Objectives, uses and methods of appraisal, MBO, Assessment and development centers, 360 degrees Feedback, the strength and limitations of each method, Identifying performance dimensions - measuring performance, measurement of tools, challenges to effective performance measurement, the appraisal errors.

### **Unit- III**

**[10Hrs]**

**Training:** Concept and benefits, training versus development, key training issues. Training Need Assessment (TNA). Types of Training - on-the-job and off-the-job methods. Managing the training process - the assessment phase, training and conduct phase, the evaluation phase.

### **Unit- IV**

**[10Hrs]**

**Managing Compensation:** Concept, Principles and Components. Designing compensation system - internal v/s external equity, fixed v/s variable pay, performance v/s membership, and job v/s individual pay. Compensation tools - job based compensation plans and skill based compensation plans.

### **References:**

1. Gomez, Mejia, et.al - Managing Human Resources, Pearson Education.
2. Gary Dessler - HRM, PHI.
3. C.S.Venkat Ratnam & B.K.Srivastav - Personnel Management and Human Resources, TMH.
4. Rao Subba P. - HRM, Himalaya Publishing House

<b>4<sup>th</sup> Semester</b>	<b>404</b>	<b>PRODUCTION AND OPERATION MANAGEMENT</b>	<b>L-T-P 4 - 1 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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### **Course Objectives**

1. To understand the basic concepts and theories of the production management.
2. To comprehend the operations management situations with greater confidence.
3. To apply operations management concepts and their influence on business decisions.

### **Unit- I**

**[ 8 Hrs]**

Production and Operations Management functions: various production processes and their selection; Relevant cost concept, production and productivity; Measurement of Productivity.

### **Unit-II**

**[12 Hrs]**

Methods study- procedure and techniques, Principles of motion economy and work place design; work measurement; Time Study and work sampling; Performance rating and allowances; estimation of standard time and related errors.

### **Unit-III**

**[ 8 Hrs]**

Facilities location factors; systematic layout planning; Principles and techniques used; different layouts; Material handling systems and equipments.

### **Unit-IV**

**[12 Hrs]**

Aggregate Planning – basic Strategies, viz., Level Production, chase demand and mixed strategy; scheduling, Gantt Charts, Quality control and techniques.

### **References:**

1. Chary S.N. - Production Operations Management, Tata McGraw Hill.
2. Mayer R.R. - Production Operations Management, TMH.
3. Schroeder R.G. - Operations Management, Decision Making in Operations function, Tata McGraw Hill.
4. Riggs J.L. - Production Systems, John Wiley & Sons.
5. Buffa & Sarin - Modern Production/Operations Management, John Willey & Sons.
6. Dilworth J.B. - production Operations Management, TMH.
7. Aswathappa & Shridhara Bhatt - Production Operations Management, Himalaya.

<b>4<sup>th</sup> Semester</b>	<b>405</b>	<b>RESEARCH METHODOLOGY</b>	<b>L-T-P 4 - 1 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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### **Course Objectives**

1. Understand some basic concepts of research and its methodologies
2. Identify appropriate research topics
3. Select and define appropriate research problem and parameters
4. Organize and conduct research (advanced project) in a more appropriate manner

### **Unit- I Introduction to Research**

**[8 Hrs]**

Definition, scope, limitations & types, objectives, research process, research designs, terminologies; Research project: choice of topic, writing research proposal - objective, hypothesis, methodology, time frame.

### **Unit- II Survey methods**

**[10 Hrs]**

Survey designs- sampling, qualitative data, quantitative data, scaling technique; Research methods: interview method, observational method, questionnaires, case studies, action research, & documentary sources.

### **Unit- III Data analysis**

**[10 Hrs]**

Types of research data, frequency distributions, bar charts, histograms, pareto charts, statistical tools of data analysis- mean, median, mode, correlation & regression; Report writing: formatting , title page, abstract, body, introduction, methods, sample, measures, design, results, conclusions, references, tables, figures, appendices; Presentations of report: skills & methods, practice sessions on assignments.

### **Unit- IV Hypothesis Testing**

**[12 Hrs]**

Concepts basic to the hypothesis testing procedure; steps in hypothesis testing; Type -I error & Type-II error; Two tailed & one tailed tests of hypothesis. Hypothesis testing of means when the population standard deviation is known / not known; Hypothesis testing of proportions; t - test, Chi square test, F- test, ANOVA of one way & two way classifications.

### **References:**

1. Research methodology: Methods & Techniques, by C.R. Kothari.
2. Research methodology for social sciences, A.N. Sadhu & A. Singh (Sterling).
3. Statistics for management, Levin.
4. Quantitative techniques for managerial decisions, U.K. Srivastava, (Wiley Eastern Ltd.)

## FUNCTIONAL AREA: MARKETING

5 <sup>th</sup> Semester	501A	ADVERTISING AND SALES PROMOTION	L-T-P 4 - 0 - 1	4 Credits	40 Hours
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### Course objective –

- Examine the importance of market segmentation, position and action objectives to the development of an advertising and promotion program.
- Develop creative strategies for advertising.
- Plan media strategy, scheduling, and vehicle selection.
- Assess strategic uses of sales promotions.

### Unit-I

[8Hrs]

Introduction to Advertising: Definition of Advertising, History of Advertising, Roles of Advertising, Functions of Advertising, Key Players in Advertising, Types of Advertising, Steps in Development of Advertisement.

### Unit-II

[10Hrs]

Integrated Marketing Communication: Integrated Marketing Communication, Evolution of Integrated Marketing Communication, Role of IMC, Consumer Behavior, Consumer buying decision process, Communication Process, Promotional Mix: Tools for IMC, The IMC Planning Process, Global IMC

### Unit-III

[12Hrs]

Advertising Design: Appeals, Message Strategies & Executional Framework: Advertising Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Executional Strategies, Creating an Advertising, Advertising Effectiveness. *Media Planning and Strategies*: Growth and Importance of Media, Meaning and Role of Media Planning, Media Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness

### Unit-IV

[10Hrs]

Sales Management: Defining Sales Management, Objectives of Sales Management, Sales Management Strategies, Functions of Sales Executives, Qualities and Skills of Sales Executives, Sales Presentation Techniques, and Emerging Trends in Sales Management. *Sales Promotion*: Scope and Role of Sales Promotion, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Techniques in Sales Promotion, Trade Oriented Sales Promotion.

### Reference books;

1. Arun kumar & C L Taygi --Advertising Management
2. Gupta, Ruchi--Advertising Principals and Practices -- S Chand &

<b>5<sup>th</sup> Semester</b>	<b>502B</b>	<b>SALES AND DISTRIBUTION MANAGEMENT</b>	<b>L-T-P 4 – 0 – 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course objective-**

- To provide a customer centric approach to the sales and distribution function.
- The customer centric approach helps in integrating advertising, sales force and channel members by building non-conflicting and non overlapping routes to fulfill the needs of the consumer.
- To develop frameworks for decision making keeping the customers as the primary focus.

**Unit-I**

**[12Hrs]**

Sales Management – Meaning, Objectives, Sales executives as coordinators, sales management and control, personal selling, different types of personal selling situation, personal selling process, sales forecasting. Sales Force Management – Organization, sales force planning, profiling, recruiting, training, motivation and compensation. Growing challenge of sales and Distribution in Marketing, Indispensability of Personal selling and Buyer Seller relationship, Approaches to territory coverage and administration.

**Unit-II**

**[10Hrs]**

Sales Administration & Control – Sales Analysis, Sales quotas, sales budget, sales territory average, sales audit. Physical Distribution - Nature and scope of physical distribution, order processing, distribution strategies, warehousing and transportation – types and selection. Planning, Profiling, Organizing, Recruiting, Training & Development and Control of Sales force.

**Unit-III**

**[10Hrs]**

Channel Design Management – needs and importance of intermediaries, function of channel members, establishing channel objectives and constraints, identifying and evaluating major channel members, channel conflicts and their resolutions.

**Unit-IV**

**[8Hrs]**

Salesmanship, Qualities, Theories, Training of sales personal.

**Reference books;**

1. Fundamentals of Sales Management, Ramneek Kapoor, Macmillan
2. Sales and Distribution Management – Bhatt K S -Himalay Publishing House.

<b>6<sup>th</sup> Semester</b>	<b>601A</b>	<b>CONSUMER BEHAVIOUR</b>	<b>L-T-P 4- 0- 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course objective –**

- To highlight the importance of understanding consumer behavior in Marketing.
- To analyze personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
- To give the students a perspective to understand the application of market research in framing effective marketing strategies.

**Unit-I**

**[8Hrs]**

Consumer Behavior: Nature and Application, Interdisciplinary contribution to Consumer Behavior.

**Unit-II**

**[10Hrs]**

Consumer as Individual: Consumer needs and motivation influence of Personality, Freudian theory, Neo theory, self-concept theory.

**Unit-III**

**[10Hrs]**

Consumer Perception: Motive, Attitude, Hearing and other individual determinants.

**Unit-IV**

**[12Hrs]**

Social class and Consumer Behavior: Family life cycle, Life style marketing, NUF marketing, influencing of culture, sub culture and Cross culture on consumer behavior.

**Reference books;**

1. Suja Nair: Consumer Behaviour, Himalaya Publishing Housing, Mumbai.
2. Consumer Behavior, Satish K. Bhatra& S H HKazmi, ExcelBooks

<b>6<sup>th</sup> Semester</b>	<b>602A</b>	<b>RETAIL MARKETING</b>	<b>L-T-P 4 - 0 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course objective**

- To apply the principles, practices, and concepts used in retail marketing management.
- To describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer.
- To understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry.

**Unit I**

**[10hrs]**

Introduction to retail management: Retailing: Role, Relevance and Trends - Introduction to retailing - Types of Retailing, Characteristics of Retailing, Functions and activities of Retailing. Emergence and growth of Retailing in India, FDI in Indian Retailing.

**Unit II**

**[12hrs]**

Retail formats and theories :Traditional retail formats – cooperatives and Government and Modern Retail formats in India; Emergence of Malls in India; Franchising – Types of Franchising, Advantages and disadvantages of franchising; legal issues in franchising in India. Theories of Retail Development – Environmental theory, cyclical theory, conflict Theory and Concept of Life cycle in retail

**Unit III**

**[8Hrs]**

Merchandise Management: Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance

**Unit IV**

**[10Hrs]**

Retail Store Design :Store layout, significance of Store layout, types of store layout, layout selection - Chief Considerations, Need and Importance of Store Environment, Visual Merchandising, Promotions Strategy, Retail Communication Mix and POP Displays.

**Reference books;**

1. Retailing Management - Swapna Pradhan – Tata McGraw Hill
2. Contours of Retailing Management - S.A. Chunawalla - Himalaya Publishing House
3. Retail Management - Gibson G. Vedamani – Jaico Books
4. Retail Marketing Management - Second Edition – David Gilbert - Pearson Education
5. The Art of Retailing - A. J Lamba - Tata McGraw Hill

**FUNCTIONAL AREA: HR**

<b>5<sup>th</sup> Semester</b>	<b>501B</b>	<b>MANAGEMENT TRAINING AND DEVELOPMENT</b>	<b>L-T-P 4 – 1 – 0</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course objective**

- To develop the understanding of the concept of human resource management and to understand its relevance in organizations.
- To develop necessary skill set for application of various HR issues.
- To integrate the knowledge of HR concepts to take correct business decisions.

**Unit I**

**[10Hrs]**

Training: Introduction - Conceptual framework of training - approaches on training - Difference between Training and Development - Training and applied psychology - principles of training - Learning and skills acquisition.

**Unit II**

**[12Hrs]**

Need for Training - Methods of Identification of Training needs - Training policy - Planning and organizing the training programmes - Methods of Training - supervisory Development Programmes (SDP) - Techniques of SDP.

**Unit III**

**[8Hrs]**

Management Development (MD) and Organizational Development (OD) - Difference between MD and OD - Aims and objectives of MD and OD - Methods of MD -OD interventions - Succession Planning and Career development.

**Unit IV**

**[10Hrs]**

Professional bodies for Management Education and Training - AIMA, NIPM, ISTD, IIMS, School of Management Studies, NPC, NITIE and ASCI - Training and TQM and ISO 9000 - Training Aids - Types of aids and Audio visual aids - Budget Estimation on Training. Module V Role of Computers in Training - Training needs of 21st century.

**References Book:**

1. Training Research and Practice - John Patrick
2. A Handbook of Training - Martin Stone
3. Handbook of Training Methodology and - Paul Choudhry Management
4. Organization Development - French and Bel

<b>5<sup>th</sup> Semester</b>	<b>502B</b>	<b>HUMAN RESOSURCE PLANNING</b>	<b>L-T-P 4 - 1 - 0</b>	<b>4 Credits</b>	<b>40 Hours</b>
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### **Course objective**

- To develop a conceptual as well as a practical understanding of Human Resource Planning, in an organizations.
- To analyze the theory and concepts of human resource planning.
- To identify the evolution of HRP throughout the organization.

### **Unit I**

**[12Hrs]**

Macro Level manpower Planning and Labour market Analysis - Organizational Human Resource Planning -- Stock Taking -- Work Force Flow mapping -- Age and Grade Distribution mapping.

### **Unit II**

**[10Hrs]**

Models and Techniques of manpower demand and supply forecasting-- Behavioral Factors in HRD -- Wastage Analysis ñ Retention -- Redeployment and Exit Strategies.

### **Unit III**

**[10Hrs]**

Career Management, Career Planning and Career Development. Module IV: Performance Planning -- Potentials Appraisal -- HRD Climate.

### **Unit I V**

**[8Hrs]**

Human Resource Information System -- Human Resource Accounting.

### **References Book:**

1. Strategic HRM by Mabey and Salama
2. Development Human Resources by Mabey and Thompson
3. Human Resource Information System: Development and Application by Kavanagh M.J

<b>6<sup>th</sup> Semester</b>	<b>601B</b>	<b>MANAGING INTERPERSONAL AND GROUP PROCESSES</b>	<b>L-T-P 4 - 1 - 0</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course objective**

- To advance understanding regarding interpersonal and group processes.
- To help the participants to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

**Unit I: Nature of Groups at work**

**[10Hrs]**

What is a group? Definition, Types of groups, Dynamics of group formation, structure and Dynamics of work groups, group cohesiveness.

**Unit II: Group Vs Teams**

**[12Hrs]**

Concept of Teams, Distinguishing Team from groups, types of teams. Dysfunctions of groups and Teams, Dynamics of Informal groups.

**Unit III: Effective Team Performance**

**[8Hrs]**

Creating Teams, making Team successful obstacles to success, Training in Team skills developing successful teams.

**Unit IV: Individual Performance in groups**

**[10Hrs]**

Interpersonal communication, - Johari Window, Interpersonal awareness, Social facilitation, Social loafing Interpersonal Trust, - Interpersonal conflicts, Group decision making, Group Synergy, Transactional Analysis, Sensitivity Training,

**References Book:**

1. Bennis W. G., Essay in Interpersonal Dynamics, U.S.A., Dorsey Press, 1979.
2. Kolb D. etc., Organizational Behaviour: An Experiential Approach, 5th ed., Englewood Cliffs, New Jersey, Prentice Hall Inc. 1991.
3. Mainiero L. A. & Tromley C. L., Developing Managerial Skills in OB, New Delhi, Prentice Hall of India, 1985.
4. Moore M. D. etc., Inside Organisations: understanding the Human Dimensions, Sage, 1988.

<b>6<sup>th</sup> Semester</b>	<b>602B</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>	<b>L-T-P 4 - 1 - 0</b>	<b>4 Credits</b>	<b>40 Hours</b>
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**Course objective**

- To make proficient in human relation aspects and to make aware of the concepts, techniques and practices of human resource development are to be learnt in this course.
- The course recognizes the dynamic relationship between strategy, people, technology, and the processes that drive organizations. It helps the managers to understand the key HRD concepts and techniques that can be applied in everyday managerial decision-making.

**Unit I**

**[10Hrs]**

Introduction to HRD – Meaning – Scope – Importance – Need for HRD – HRD and HRM – Role of HRD professionals – Key Performance Areas , Framework of HRD process – HRD for service sector.

**Unit II**

**[12Hrs]**

Potential Appraisal – Criteria – Career Planning - Career Development - Succession Planning - Altruism –Determinants - Organization Co-operation – factors – Competition - Benefits - Conflicts - Types/Levels – Consequences – Prevention - Management of conflict.

**Unit III**

**[8Hrs]**

Quality of work life (QWL) ,Scope ,Ways to increase QWL, Quality Circle ,Process . Organizational Change - Change Process - Resistance to Change - Requisites for Successful Change.

**Unit IV**

**[10Hrs]**

HRD Cross Cultural Dimensions - HRD Climate – HRD - OD Interface – HRD - OD Approach to Industrial Relations .HRD Scenario in Indian Organization - Problems and prospects - Challenges and Issues in HRD.

**References Book:**

1. Tripathi, P.C. (2014). Human Resource Development. (5th Edition). New Delhi: Sultan and Sons.
2. Krishnaveni, R. (2009). Human Resource Development. Excel Books.
3. Lalitha Balakrishna. (2010). Human Resource Development. New Delhi: Himalaya Publishing House.

## FINANCE SPECIALIZATION

<b>5<sup>th</sup> Semester</b>	<b>501C</b>	<b>WORKING CAPITAL MANAGEMENT</b>	<b>L-T-P 4 – 0 – 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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### **Course Objectives**

- To evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility.
- To evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.
- To investigate funds flow cycles and their impact on working capital management objectives.
- To Plan analytical skills, tools and techniques to enhance the decision-making process.

### **Unit-I**

**[10 Hrs]**

Concept of working capital, need of working capital, determinants of working capital, Dimensions of working capital management, Optimum level of current assets, estimating working capital needs. Financing current assets.

### **Unit-II**

**[10 Hrs]**

Management of cash and marketable securities: motives of holding cash, cash forecasting and budgeting, managing the cash flows, controlling disbursements, determining the optimum cash balance.

### **Unit-III**

**[10 Hrs]**

Management of accounts receivable: establishing optimum credit policy, credit policy variables, and credit procedures for individual accounts.

### **Unit-IV**

**[10 Hrs]**

Management of inventory: nature of inventories needs to hold inventories. Objectives of inventory management. Inventory management techniques, trade credit, accrued expenses and deferred income, bank finance for working capital, regulation of bank finance, Tandon committee and Chore committee recommendations.

### **Reference books;**

1. Financial management:- Panday I.M, Vikash Publishing house,
2. Fundamental of financial management:- Prasanna Chandra, Tata McGraw Hill
3. Principles of managerial finance:- Lawrence I, Gitman Wiley,
4. Working capital management:- Anmol publication.

<b>5<sup>th</sup> Semester</b>	<b>502C</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>L-T-P 4 - 1 - 0</b>	<b>4 Credits</b>	<b>40 Hours</b>
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### **Course Objectives**

- To provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general
- To provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

### **Unit-I**

**[ 8 Hrs]**

Securities and Securities markets: Primary and secondary market, Convertible Securities, Organized securities markets, Over the Counter market.

### **Unit-II**

**[ 12 Hrs]**

Risk and Return: Risk Classification, Systematic and unsystematic risk measurement, standard deviation, variable, Regression equations, Correlation coefficient, attitude towards return and risk, measurement of returns, holding periods.

### **Unit-III**

**[8 Hrs]**

Bond analysis, Bond selection, Common stock analysis, Fundamental analysis: Economic, industry and company analysis.

### **Unit-IV**

**[12 Hrs]**

Technical analysis, efficient market theory, Portfolio Management, Portfolio theory and diversification, Capital market theory, Portfolio selection, Monitoring and revision.

### **Reference books;**

1. Management of Investment-Francis Jack C, Mc Graw Hill
2. Investment Management- Himalaya Publishing House
3. Investment Management, V. K. Bhalla, S. Chand & Co.
4. Security Analysis Cottle Graham, Mc Graw Hill
5. Security Analysis and Portfolio Management, Donald Fisher, Prentice Hall

<b>6<sup>th</sup> Semester</b>	<b>601C</b>	<b>RISK AND INSURANCE MANAGEMENT</b>	<b>L-T-P 4 - 0 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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### **Course Objectives**

- To provide an understanding and an appreciation of the principles and practices of risk management in order to enable production of the optimum strategy for the handling of risk in an organization.
- To apply the insurance mechanism in risk management
- To describe the management of international risk.

### **Unit-I**

**[12 Hrs]**

Introduction to Risk Management: Definition -Nature-Risks and Opportunity Classification of Risk-Development of Risk Management. Approaches to fortuitous Risk Management-Risk Management as a discipline within the Management Team-Development Role of the Risk manager- Risk Management Team-Development Role of the Risk manager-Risk Management in various organization- Managing the Risk.

### **Unit-II**

**[ 8 Hrs]**

Risk Identification and Assessment Risk Assessment-Risk Analysis Risk/source Identification-Risk Estimation-Risk E valuation-Assessment process-Classification of risks: Strategic Operational- Financial.

### **Unit-III**

**[10 Hrs]**

Risk Identification Techniques: Business process risks-IT systems-Environmental Risk-Financial Risks-Fire-Fraud-Health and safety-Product quality and liability, Security, SWOT and PESTLE analysis-Use of Risk Matrices

### **Unit-IV**

**[10 Hrs]**

Insurance- Insurance Pricing-Insurability, Contracts and Legal Doctrines - Legal Liability Risk Liability for workplace Safety-Employee Benefits-Life Insurance and Annuities, Retirement Plans-Public Insurance. Legal doctrines that govern all Insurance Contracts-Common schemes where the insured retains degree of Risk-Loss of Control Measures-Responsibilities of those Involved in Risk Transfer role of the manager in Purchasing Insurance.

### **Reference books:**

1. Introduction to Risk Management and Insurance.
2. Mark S. Dotfman, Prentice Hall, Englewood Chiffs, New Jersey.

<b>6<sup>th</sup> Semester</b>	<b>602C</b>	<b>MANAGEMENT OF FINANCIAL SERVICES</b>	<b>L-T-P 4 - 0 - 1</b>	<b>4 Credits</b>	<b>40 Hours</b>
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### **Course Objectives**

- To understand the role and function of the financial system in reference to the macro economy.
- To demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
- To evaluate and create strategies to promote financial products and services.

### **Unit – I**

**[12 Hrs]**

Environment of Financial services: An overview of financial services. An overview of financial markets; Capital markets and Money markets. Introduction to various capital market and money market instruments.

### **Unit – II**

**[10 Hrs]**

New issue management: Capital structure decision, Procedural aspect of new issues, Private placement, Public issues, IPOs and right issues; regulations to prospectus.

### **Unit – III**

**[8 Hrs]**

Venture Capital, Corporate advising services, Introduction to Venture financing, methods of venture financing, regulatory aspects.

### **Unit – IV**

**[10 Hrs]**

Finance services industry in India: An introduction to the key players in financial services industry, Financial institutions: banking and non-banking financial companies.

### **Reference books;**

1. Financial Institutions and markets – J.M. Bhola
2. Financial Management – Prasanna Chandra
3. Merchant Banking and Financial Services – CFA, Hyderabad
4. Financial Management – I.M.Pandy,
5. Financial Services – J. M. Panda