Annexure-I

STRUCTURE OF THE MBA PROGRAMME

PROGRAMME OUTLINE:

The core courses of the MBA Programme are listed below. The evaluation framework for each course comprises assignments and semester- end test.

	Course Code	Title of the Course	Marks	Credit
Semester 1	Course Code 1	Management Process and Organizational Behavior	20+80	4
	Course Code 2	Managerial Economics	20+80	4
	Course Code 3	Accounting for Manager	20+80	4
	Course Code 4	Information Technology in Management	20+80	4
Semester 2	Course Code 5	Human Resource Management	20+80	4
	Course Code 6	Marketing Management	20+80	4
	Course Code 7	Financial Management	20+80	4
	Course Code 8	Legal Aspects of Business	20+80	4
Semester 3	Course Code 9	Statistics for Management	20+80	4
	Course Code 10	Production and Operation Management	20+80	4
	Course Code 11	Business Research Methodology	20+80	4
	Course Code 12	Business Policy and Strategic Management	20+80	4
In 4th Semester, the learners have to select any one specialisation (four courses from Finance/ Marketing/ Human Resource Management). The area-wise courses are listed below-				
Finance Specialisation	Course Code 13	Investment Management	20+80	4
	Course Code 14	Strategic Management Accounting	20+80	4
	Course Code 15	Management of Financial Services	20+80	4
	Course Code 16	International Finance	20+80	4
Marketing Specialisation	Course Code 17	Sales, Distribution and Supply Chain Management	20+80	4
	Course Code 18	Service and Retail Marketing	20+80	4

	Course Code 19	Industrial and Rural Marketing	20+80	4
	Course Code 20	Consumer Behaviour	20+80	4
HRM Specialisation	Course Code 21	Industrial Relation and Labour Legislation	20+80	4
	Course Code 22	Organisational Change and Development	20+80	4
	Course Code 23	Performance Management and Compensation Management	20+80	4
	Course Code 24	Manpower Planning and Resourcing	20+80	4
	Course Code 25	Project Report	200	8
Total Marks			**1800**	**72 Credits**

Annexure-II

Detailed Coursewise Syllabus of MBA Programme

MBA DETAILED SYLLABUS

SEMESTER 1

COURSE CODE 1: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

Unit 1: **Introduction to Management and Mangement Process:** mportance and Basic Concepts of Management, Evolution of Management Thought, Principles of Management, Management Process and Functions and System View Concept of Management

Unit 2: **Levels of Management and Functions of Management**: Concept of Management, Functions of Management: Planning, Organizing, Staffing, Directing, Controlling, Coordination, Levels of Management and Managerial Skills and Indian Management Style and Tradition

Unit 3: **Planning and Forecasting:**Concept of Business Forecasting, Relationship between Planning and Forecasting, Methods of Forecasting, Meaning and Features of Planning, Importance of Planning, Types of Plans, Steps in Planning Process,Limitations of Planning and Terms Used In Planning Process

Unit 4: **Organizing and Staffing:** Meaning and Characteristics of Organising, Importance of Organising, Types of organisation, Span of Control, Types of Departmentation, Concept of Staffing and its importance and Features of Staffing

Unit 5: **Controlling:** Meaning and Importance of Control, Steps in Control Process, Types of control, Dimensions of control, Resistance to control, Techniques of Managerial Control:Budgetary Control Techniques and Non Budgetary Control Techniques

Unit 6: **Appraising Human Resource:** Concept of performance appraisal, Objectives of performance appraisal, Features and advantages of effective performance appraisal,Traditional and modern methods of performance appraisal, Planning and career development, Features and benefits of career planning and Phases in the career of an employee

Unit 7: **Communication:** Meaning of communication and its features, Importance of Communication, Process of Communication, Internal Communication and External communication: Internal communication and External communication, Communication Channel, Barriers to communication, Good Communication: 10 commandments and Communication in Decision Making process

Unit 8: **Motivation:** Meaning of Motivation, Importance of Motivation, Early Theories in Motivation: Maslow's Need Hierarchy Theory, Mc Gregor's Theory X and Theory Y, Herzberg's Two Factor Theory,Modern Theories 'of Motivation:Alderfer's ERG Theory, Vroom's Expectancy Theory, McClelland's Theory of Needs, Goal Setting Theory, Reinforcement Theory, Techniques for Motivation: Financial Incentives and Non-financial Incentives

Unit 9: **Introduction to OB:** Historical perspectives of OB, Approaches to OB, Importance of OB, Relationship between management process and OB, frame work for learning OB, Challenges in OB, HRM and OB, Globalisation and OB

Unit 10: **Personality and Perception:** Concept of Personality and its determinants, Approaches to personality traits and dimensions, Personality attributes,Elements of the perceptual process, Importance and factors influencing perception and Challenges of performance appraisal

Unit 11 : **Values, Attitude and Emotions:** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence

Unit12 : **Leadership:** Meaning and Features of Leadership, Importance of Leadership, Qualities of a Good Leader, Difference between Leader and Leadership Styles: Autocratic Leadership Style, Democratic Leadership Style and Free-Rein Leadership Style; Likert's Management System

Unit13: **Group and Team:** Concept of Group and Group Dynamics;Types of Groups: Formal Group and Informal Group; Concept of Group Behaviour: Group Norms,Group Cohesion Inter-Group Behaviour; Stages of Group Development, Group Decision-Making; Team, Types of Team: Team Building and Managing Effective Team

Unit 14 : **Power, Politics, conflict negotiation and stress:** Introduction, Power, Politics, Conflict, Negotiations and Stress

Unit 15: **Case study** on Management Process and Organizational Behavior

COURSE CODE 2: MANAGERIAL ECONOMICS

Unit 1 : **Introduction to Managerial Economics:**

Introduction, Meaning, Scope of Managerial Economics,Importance of the Study of Managerial Economics, Major Functions of a Managerial Economist.

Unit2 : **Demand Analysis:**Introduction, Meaning and Law of Demand, Nature and Types of Demand, Exceptions to the Law of Demand, Elasticity of Demand – Price Elasticity, Income Elasticity and Cross Elasticity.

Unit3 : **Demand Forecasting:**Introduction, Meaning of Forecasting, Level of Demand Forecasting, Criteria for Demand Forecasting, Methods or Techniques of Demand Forecasting, Demand Forecasting for New Products.

Unit 4 : **Supply and Market Equilibrium:**Introduction, Meaning of Supply, Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply, Elasticity of Supply, Market Equilibrium and Changes in Market Equilibrium

Unit 5 : **Consumer Behaviour: Cardinal and Ordinal Approach:** Cardinal and Ordinal Approach to Utility: Basic Concepts, Consumer's Equillibrium: Law of Equi-marginal Utility, consumer equlibrium through indifferences curve approach.

Unit6 : **Theory of Production:** Introduction, Meaning of Production, Production Function, Producer's Equilibrium, Expansion Path.

Unit 7 : **Cost Analysis:**Introduction, Types of Costs, Cost Function, Nature of Cost Curves in the Short Run, Long Run Cost Curves of a Firm.

Unit8 : **Objectives of a Firm:**Introduction, Profit Maximisation Model, Theory of a Firm – Cyert and March's Behaviour Theory, Marris' Growth Maximisation Model, Baumal's Static and Dynamic Models, Williamson's Managerial Discretionary Theory.

Unit 9 : **Revenue Analysis and Pricing Policies:**Introduction, Revenue – Meaning and Types, Relationship between Revenue and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Pricing Methods.

Unit 10 : **Market Structure: Perfect Competition:**Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Equilibrium of the Firm in the Short run, Equilibrium of the Industry in the Short Run, Long run Equilibrium of the Firm, Long run Equilibrium of the Industry.

Unit 11: **Market Structure:** Imperfect Competition: Monopoly, Equilibrium of the Monopoly – Short Run and Long Run, Price Discrimination under Monopoly, Monopolistic Competition, Equilibrium of the Monopolist – Short Run and Long Run, Excess Capacity, Concepts of Oligopoly and Duopoly.

Unit 12 : **Macro Economics and selected macro aggregates:**Introduction, National Income: Basic Concepts, Importance of the Study of National Income, Methods of Measuring National Income, Difficulties in Measurement of National Income, GDP Deflator, Index Numbers: Concepts and Uses, Construction of Index Numbers, Base Shifting, Splicing and Deflating.

Unit 13 : **Consumption Function and Investment Function:**Introduction, Consumption Function, APC, MPC, Factors Affecting Consumption Consumption Function; Investment Function, Gross Investment, Net Investment, Induced Investment, Autonomous Investment, Marginal Efficiency of Capital, Relation between Roi and MEC.

Unit 14 : **Business Cycle:** Introduction, Meaning and Features, Theories of Business Cycles – Samuelson's Theory of Business Cycles, Hicks' Theory, Measures to Control Business Cycles.

Unit 15 : **Inflation, Deflation and Stagflation:** Inflation- Meaning and Types, Effects of Inflation, Measures to control Inflation, Deflation- Meaning Causes and Effects, Anti Deflationary Measures, Stagflation – Meaning and Concept.

COURSE CODE 3: ACCOUNTING FOR MANAGERS

Unit 1: **Introduction to Financial Accounting:** Meaning of Accounting and Elements of Accounting, Book-keeping and Accounting- Difference, Accounting Process, Objectives of Accounting, Limitations of Accounting, Forms of business organisations, Choice of method of accounting – Cash and Accrual basis of accounting , and Computerized, Accounting System

Unit 2: **Accounting Concept, Priniciples and Policies:** Components of Financial Statements, Qualitative characteristics of Financial Statements, Fundamental Accounting Concepts, Accounting Principles, Meaning of Accounting Principles,Features of Accounting Principles, Need/ Importance of Accounting Principles, Accounting Policies, Generally Accepted Accounting Principles(GAAP), Accounting Standards Need for Accounting Standards, International Financial Reporting Standards

Unit 3: **Double Entry Accounting:** Transactions and Events, Accounting Equation, Meaning of Double Entry Accounting, Meaning of Debit and Credit ,Classification of Accounts under Traditional Approach, Classification of Accounts under Modern Approach , Comparison of Traditional Approach with Modern Approach and Accounting Trail/Process/Cycle

Unit 4: **Ledger:** Concept of Ledger, Meaning of Ledger, Need and Subdivision of Ledger, Format of a Ledger Account, Distinction between Journal and Ledger, Ledger Posting, Meaning of Posting and Procedure for Balancing of an Account

Unit 5 **Subsidiary Books:** Purchases Book,Sales Book or Sales Day Book , Purchase Return Book or Return Outward Book, Sales Return Book or Return Inward Book, Bills Receivable Book, Bills Payable Book, Cash Book, Journal Proper and Bank Reconciliation Statement

Unit 6: **Trial Balance:** Concept of Trial Balance, Format of Preparing Trial Balance, Objectives of Preparing a Trial Balance, Methods of Preparing a Trial Balance, Adjusting Entries, Errors and their Rectification and Errors Disclosed and Not Disclosed by a Trial Balance and Steps to Locate the Errors.

Unit 7: **Presentation of Final Accounts*:*** Preparation of Final Accounts, Trading Account, Profit and Loss account , Preparation of profit and loss account, Distinction between Trading and Profit and Loss A/c, Format of Profit and Loss Accounts, Closing entries for Preparation of Profit and Loss Account, Balance Sheet

Unit 8: **Management Accounting:** Meaning of Management Accounting, The Role of Management Accounting , Management Accounting Framework, Functions of Management Accounting, Tools of Management Accounting, The Balanced

Scorecard, Cost Management System, Merits and Demerits of Management Accounting and Distinction between Management Accounting and Financial Accounting

Unit 9: **Ratio Analysis**: Meaning of Ratio, Steps in Ratio Analysis, Classification of Ratios, Advantages of Ratio Analysis and Limitation of Ratio analysis

Unit 10 : **Financial Statement:** Financial Statement,Profit And Loss Account, Meaning of Fund Flow Statement, Ascertainment of Flow of Funds, Technique of Preparing Funds Flow Statement, Schedule of Changes in Working Capital,Adjusted Profit and Loss account and Funds Flow Statement

Unit 11: **Cash Flow Statement:** Meaning of Cash Flow Statement, Purpose of Cash Flow Statement,Preparation of Cash Flow Statement, Format of Cash Flow Statement (AS3: Revised Method),Cash Flow from Operating Activities, Cash Flow Statement under Direct Method ,Different between Cash Flow Analysis and Fund Flow Analysis and Uses of Cash Flow Statement

Unit 12: **Cost:** Meaning of Cost, Objective of Costing ,Methods of Costing, Technique of Costing, classification of Cost, Elements of Cost and Statement of Cost Sheet

Unit 13: **Marginal Costing and Break-Even Analysis:** Concept of Marginal Costing, Features of Marginal Costing, Characteristics of Marginal costing, Application of Marginal Costing, Advantages and Limitations of Marginal Costing, Absorption Costing, Difference between Absorption Costing & Marginal Costing, Cost Volume Profit (CVP) Analysis, Break Even Analysis, Profit Volume Ratio, Margin of Safety, Angle of Indices and Target Profit

Unit 14: **Budgetary Control:** Meaning of a Budget, Budgetary control, Objectives of Budgetary control, Essential features of Budgetary control, Steps in Budgetary control, Types of Budgets, Merits of Budgetary control and Limitations of Budget Control

Unit 15: **Standard Costing:** Definition & Meaning of Standard Costing, Difference between Standard cost and Budgetary control ,Establishment of Standards, Advantages and Limitations of Standard Costing, Standard Hour & Standard Cost

Card,Variance analysis, Classification of variance analysis: Material cost variance, Labor Cost variance and Overhead Cost variance

COURSE CODE 4: INFORMATION TECHNOLOGY IN MANAGEMENT

UNIT 1 : **Basics of Computer:** Computer– Definition; Components of a Computer; Evolution of Computer; Generation of Computers; Classification of Computer; Applications of Computer

UNIT 2 : **Data Storage Techniques:** Storing Data in Computer; Binary Number System: Binary to Decimal Conversion, Decimal to Binary Conversion; Computer Memory: Random Access Memory, Read Only Memory, Cache Memory and Virtual Memory, Secondary Memory

UNIT 3 : **Software and Multimedia:** Computer Software Basics; System Software; Application Software; Integrated Software; Multimedia Computing; Legal Restriction on Software

UNIT 4 : **MS Word – I:** Starting MS-WORD; Basic Components of MS Word; Entering and Saving Text in a Document; Closing the MS-Word document and Closing MS-Word; Opening of an Existing Document; Copy and Cut (Move); Formatting the Document; Find a Particular Pattern; Insertion; Implementing Formula on Table Contents; Header and Footer; Page Setup; Indents; Tabs; Columns; Change Case

UNIT 5 : **MS Word – II:** File Needed to Work with Mail Merge, Creating a Mail Merge Document, Inputting the Data, Printing the Merged Document, Modifying the Records in the Data Source

UNIT 6 : **MS Excel – I:** Starting of Microsoft Excel, Part of MS-Excel Window, Components of an Excel Work Book, Closing the Excel Work Book, Worksheets within Work Book, Enter an Edit Data, Saving and Creating the Work Book, Cell Contents

UNIT 7 : **MS Excel – II:**Ranges and Common Excel Functions, Custom List, Alignment, Database, Charts

UNIT 8 : **MS PowerPoint:** Starting of Microsoft Power Point, Part of Power Point, Creation of Power Point Presentation, To Include a Chart in the Slide, To Impart a Data Sheet, Formatting Options, Slide Transaction, Different Views of the Presentation

UNIT 9 : **Information Technology:** Areas of Information Technology, Advantages and Disadvantages of Information Technology, Application of Information Technology

UNIT 10: **Working with Internet:** Introduction to Internet ,Internet Architecture,Evolution of Internet, Basic Internet Terminologies, Getting connected to Internet , Application of Internet

UNIT 11: **Internet Tool:** Web Browsers, Web Server, Electronic Mail, Search Engines, World Wide Web, Internet Security, Types of Attack and Malicious Software

UNIT 12: **Management Issues in MIS:** Concept of MIS,Information Security and Control, Quality Assurance, Ethical and Social Dimensions, Intellectual property rights as related to IT services/IT products and Managing global Information systems.

Lab : Internet Surfing, MS Office, MS Word, MS Excel, MS PowerPoint

SEMESTER 2

COURSE CODE 5: HUMAN RESOURCE MANAGEMENT

Unit 1: **Introduction to Human Resource Management:** Concept of Human Resource Management, Evolution of Human Resource Management, Functions of Human Resource Management, Scope of Human Resource Management, Difference between Human, Resource Management and Personnel Management, Role of HR Executive and Challenges of Human Resource Management

Unit 2: **Human Resource Planning**: Concept of Human Resources Planning, Features of Human Resource Planning, Objectives of Human Resource Planning, Importance of Human Resource Planning, HRP Process, Methods of Demand Forecasting, Methods of Supply Forecasting, Labour Wastage and Essentials for the success of Human Resource Planning.

Unit 3: **Recruitment and Selection**: Concept of Recruitment, Factors affecting Recruitment, Sources of Recruitment, Recruitment Policy, Concept of Selection, Selection Process , Selection tests, Concept of Evaluation, Placement and Induction, Concept of Evaluation and techniques of Evaluation, Concept of Placement and Induction

Unit 4: **Training and Development:** Concept of Training and Development, Meaning and significance of Training , Methods of Training, Concept of Management Development, Management Development Methods, Differences between Training

and Development and Evaluation of Training and Management Development between Training and Development and Evaluation of Trainingand Management Development

Unit 5: **Performance Appraisal**: Concept of Performance Appraisal, Need for performance appraisal, Types of Appraisal Methods, Benefits of performance appraisal and Reviews

Unit 6: **Compensation Management:** Wage and Salary Administration, Definitions and Concepts, Need for sound salary administration, Objective of wage and salary administration, Guiding principles of wage and salary administration, Factors influencing wage and salary administration, Methods of payment of wages, Concept of Rewards and Incentives, Types of wage incentive plans and Fringe Benefits

Unit 7: **Job Evaluation:** Concept of Job evaluation, Objectives of Job Evaluation, Techniques of Job Evaluation, Advantages of Job Evaluation, Limitations of Job Evaluation and Competency

Unit8: **Job Analysis and Design:** Concept of Job Analysis, Purpose of Job Analysis, Process of Job Analysis, Methods of Job Analysis and Concept of Job Design

Unit 9: **Grievance and Grievance Procedure:** Concept of Grievance,Causes of Grievance, Forms and effects of grievance, Grievance handling procedure, Grievance handling procedure in Indian Industry and Need for Grievance Redressal Procedure

Unit 10 : **Employee Misconduct and Disciplinary Procedure:** Meaning and objectives of discipline, Principles for maintenance of discipline, Essentials of a good disciplinary system, Disciplinary Action, Punishment for disciplinary action and Procedure for disciplinary action

Unit 11: **Human Resource Information System:** Concept of Human Resource Information System, Components of Human Resource Information System, Types of Human Resource Information System, Applications of Human Resource Information System, Implementation of Human Resource Information System **and** Benefits of Human Resource Information System

Unit 12: **Contemporay Challenges in HRM:**The Job and Challenges, The New Professional Approach, Challenges in Human Resource Management, HR in Mergers and Acquisitions, New Organisational Forms, HR Professional as Change Agent.

Unit 13: **Case Study** in Human Resource Management

COURSE CODE 6: MARKETING MANAGEMENT

Unit 1 : **Introduction to Marketing Management:** Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations

Unit 2 : **Marketing Environment:** Introduction, Environmental Scanning, Analyzing the Organization's Micro Environment and Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning,

Unit 3 : **Consumer Buying Behaviour:** Introduction, Characteristics, Types of Buying Decision Behaviour, Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behaviour Models

Unit 4 : **Business Buying Behaviour:** Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process

Unit 5 : **Segmentation, Targeting and Positioning:** Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P)

Unit 6 : **Marketing Mix:** Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control.

Unit 7 : **Product and Brand Management:** Introduction, Concept of product , Classification of Products, Product-Planning and Development, Product Diversification, PLC, Packaging and Labelling , Branding, Brand Equity, Brand Positioning and Brand Selection

Unit 8 : Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes

Unit 9 : Marketing Channels: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling

Unit10 : Marketing Promotion: Introduction, Define Promotion, Promotion Mix, Factors affecting Promotional Mix, Forms of Promotion like Advertising, Sales Promotion, Personal Selling & Public Relation.

Unit 11 : Customer Relationship Management: Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organisations, Significance of Customer Relationship Management,

Unit 12 : Emerging Trends in Marketing: Emerging trends in Marketing: Customer Relationship Management, E-commerce marketing, Green marketing, Social Marketing, Rural and Developmental Marketing,Services Marketing.

Unit 13 : Case Study in Marketing Mangement

COURSE CODE 7: FINANCIAL MANAGEMENT

Unit 1 : Introduction to Financial Management : Financial Management : An Overview, Importance of FinancialManagement, Approaches to Finance Function, Aims of Finance, Function, Scope of Financial Management, Goals of FinancialManagement, Finance Decisions and Interfaces between Financeand Other Business Functions.

Unit 2 : Financial Planning: Meaning of Financial Planning,Objectives of Financial Planning,Benefits of Financial Planning, Steps in Financial Planning, Factorsaffecting Financial Planning, Estimation of financial requirementsof a firm and Capitalization.

Unit 3 : Sources of Funds: Concept of Equity shares : its Advantages and disadvantages of equity capital, Right shares, Bonus shares, Retained earnings orinternal accruals, Preference shares, Debentures, Types ofDebentures, Term loan, Venture Capital Finance and Features ofCapital Finance.

Unit 4 : Cost of Capital: Concept and Definition of Cost of Capital, Significance of Cost of

Capital, Classification of Cost of Capital, Determination of SpecificCost and Weighted Average Cost of Capital.

Unit 5 : **Leverage :** Meaning of leverage, Financial Leverage: its measures, degreeand Impact of Financial Leverage on Investor's Rate of Return,Operating Leverage, Degrees of Operating Leverage andCombined effect of Financial and Operating Leverage.

Unit 6 : **Capital Structure :** Meaning and Definition of Capital Structure, Features of an IdealCapital Structure, Factors Affecting Capital Structure, Theories ofCapital Structure.

Unit 7 : **Capital Budgeting Decisions :** Meaning of Capital Budgeting, Importance of Capital Budgeting,Types of Investments Decisions, Investment Criteria and CapitalRationing.

Unit 8 : **Risk in Capital Budgeting:** Meaning and Types of Risk, Methods suggested for accountingfor risk in Capital Budgeting, Risk Adjusted Discount Rate,Certainty Equivalent Approach, Probability Distribution Approach,Sensitivity Analysis, Decision Tree Approach and SimulationAnalysis.

Unit 9 : **Capital Rationing:** Meaning and concept of Capital Rationing, Problem andAssumption of Capital Rationing, Objective of Capital Rationing,Types and features of Capital Rationing, Steps involved inCapital Rationing and Methods of Capital Rationing

Unit 10 : **Working Capital Management :** Concepts and importance of working capital, Determinants ofworking capital, Operating cycle, Approaches for working capital management and Estimation of working capital

Unit 11 : **Cash Management :** Meaning and concept of Cash and Cash management, Importance and objectives of Cash Management, Models forDetermining Optimal Cash Needs, Cash Planning, Cashforecasting and Budgeting, Methods of Accelerating Cash Inflowsand Methods of Slowing Cash Outflows and Cash Budget\

Unit 12 : **Inventory Management :** Meaning and characteristics of of Inventory, Objective ofinventory Management, Role of Inventory in working Capital,Purpose of Inventory, Cost associated with inventories, InventoryManagement Techniques and Importance of InventoryManagement Techniques.

Unit 13 : **Receivables Management :** Meaning of Receivables, Factors influencing the Size ofReceivables, Objective of Receivables Management, CostAssociated with Maintaining Receivables, Credit policy Variables,Evaluation of credit policy and Forecasting the receivable.

Unit 14 : **Dividend Decisions :** Meaning and concept of dividend Decision,Determinants andtypes of dividend policy, Traditional Approach, DividendRelevance Model, Miller and Modigliani Model, Stability ofdividends, Forms of Dividends and stock Split

Unit 15: **Case Study** in Fiamancial Management

COURSE CODE 8: LEGAL ASPECTS OF BUSINESS

Unit 1 : **Introduction to Business Law :** Introduction, Meaning and Nature of Law, Sources of IndianBusiness Law, Indian Legal System, Mercantile Law.

Unit 2 : **Law of Contract:** Introduction, Objectives, Definition of a valid Contract, Offer andacceptance, Capacity to Contract, Consent, Consideration,Performance of Contract, Discharge of Contract, Breach of Contractand void agreements, Quasi Contracts, Freedom to Contract.

Unit3 : **Contracts of Guarantee and Indemnity:** Introduction, Contract of Indemnity, Contract of Guarantee, Kindsof Guarantee, Creditor, Surety.

Unit4 : **Contract of Bailment and Pledge:** Introduction, Definition of bailment, kinds of bailment, Bailor andbailee, termination of bailment, finder of lost goods, pledge orpawn, pledge by non owners, pledgor and pledgee.

Unit5 : **Law of Partnership :** Introduction, meaning and nature of partnership, registration offirms, Partnership deed, Relations of Partners to one another,Relations of Partners to Third Parties, Changes in a firm.

Unit6 : **Law of Sales of Goods :** Introduction, Contract of Sale, Sales and agreements to sell,meaning of price, Conditions and warranties, Passing of propertyin Goods, Transfer of title by non owners, Performance of acontract of sale, unpaid seller and his rights, Remedies for breachof Contract

Unit7 : **Law of Negotiable Instruments:** Introduction, Object of the Act, Negotiable Instruments,Promissory Notes, Bill of exchange, Cheques; Negotiation, Presentment, Dishonour; Crossing of Cheques, Paying Banker.

Unit8 : **Formation of a Company : I**ntroduction, Formation of a Company, Stages of Formation ofCompany, Documents required for incorporation, Types ofCompany, meaning of meetings and kind of Company, meaningof minutes, role of chairman, Postal ballot, Resolution and itsdiferent kinds.

Unit9 : **Regulatory Framework for Insurance :** Introduction, Concept and Importance of Insurance, Evolutionand Development of Insurance in India, Fundamental Principlesof Insurance, Double Insurance and Reinsurance **,** Concept andImportance of Life insurance, Concept of Marine Insurance,Concept and Features of Fire Insurance.

Unit10 : **Food Safety and Standards (Packaging and Labelling)Regulations, 2011:** Introduction, short title and commencement, Definitions underthe Act, Product specific requirements, Labelling, Manner ofdeclaration, Specific Requirements/ Restrictions on manner oflabeling, specific restrictions on Product labels, Exemptions fromlabelling requirements.

Unit11 : **The Companies Act, 2013 :** Introduction, Objective and Scope, Important Definitions,Formation of a Company, Memorandum of Association, Articlesof Association, Prospectus, Shares, Directors, General Meetingsand Proceedings, Auditor, Winding up of a Company.

Unit- 12 : **Consumer Protection Act :** Introduction, Objective and Scope, Important Definitions, Rightsof Consumers, Nature and Scope of Complaints, Remediesavailable to Consumers.

Unit13 : **E- Governance :** Introductions, Concept of E-Governance, Director IdentificationNumber, Corporate Identification Number, Digital SignatureCertificate, Important features, e-Form, Importance of MCA 21projects.

Unit14 : **Regulation to Information :** Introduction, Right to Information Act, 2005, InformationTechnology Act, 2000, Electronic Governance and SecureElectronic Record, Digital Signatures and Digital SignatureCertificates, Cyber Regulations Appellate Tribunal, Offences,Limitations of the Information Technology Act, 2000.

Unit 15: Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement

SEMESTER 3

COURSE CODE 9: STATISTICS FOR MANAGEMENT

Unit 1: **Introduction to Statistics:** Meaning and Definition of Statistics, Frequency Distribution, Tabulation of Data, Frequency Distribution Table, Methods of Presenting Statistical Information

Unit 2: **Statistical Survey:**Definition of Statistical Survey,Stages of Statistical Survey,Planning of a Statistical Survey,Execution of Statistical Survey,Basic terms used in Statistical Survey,Collection of data, Primary Data,Secondary Data,Pilot Survey and Scruting and Editing of Secondary data

Unit 3: **Measure of Centrral Tendency**:Arithmetic Mean (or Mean), Geometric Mean, Harmonic Mean, Median, Mode and Quartile

Unit 4: **Measures of Dispersion:** Concept of Dispersion- Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation

Unit 5: **Probability:** Basic Terminologies, Classical Definition of Probability, Axiomatic Approach to Probability and Some Theorems on Probability

Unit 6: **Conditioanal Probability:** Conditional probability, Multiplication theorem of probability, Law of probability, Baye's theorem

Unit 7: **Sampling and Sampling Distributions**: Introduction , Population and Sample - Universe or Population - Types of Population – Sample , Advantages of Sampling, Sampling Theory - Law of Statistical Regularity - Principle of Inertia of Large Numbers - Principle of Persistence of Small Numbers - Principle of Validity - Principle of Optimization , Terms Used in Sampling Theory , Errors in Statistics , Measures of Statistical Errors , Types of Sampling - Probability Sampling - Non-Probability Sampling, Case let on Types of Sampling, Determination of Sample Size, Central Limit Theorem

Unit 8: **Random variables and Prability Distribution :** Random Variables- Discrete Random Variables, Continuous Random Variables, Probability Distribution of Random Variables- Mean and Variance of Random Variables.

Unit 9: **Teoritical Distribution –I:**Bernoulli Trial, Binomial (and Bernoulli) Distribution and Poisson Distribution**,** ContinuousProbability Distribution, Normal Distribution, Properties of Normal Distribution and Standard Normal Variate

Unit 10: **Simple Corelation and Regression:**Correlation Analysis, Methods of Measuring Correlation, Probable error of correlation coefficient, Coefficient of determination, Regression Analysis, Regression Lines and Standard Error Of Estimate

Unit 11: **F-Distribution and Analysis of Variance (ANOVA):**Introduction, Analysis of Variance (ANOVA), Assumptions for F-test - Objectives of ANOVA - ANOVA table - Assumptions for study of ANOVA, Classification of ANOVA - ANOVA table in one-way ANOVA - Two way classifications

Unit 12: **Sampling and Population**: Concept of Population and Sample, Simple Random Sampling, Stratified Random Sampling, Systematic Random Sampling and Cluster Sampling

Unit 13: **Testing of Hypohsesis:**Statistical hypothesis: Null hypothesis and Alternative hypothesis, Errors in Hypothesis Testing, Level of Significance and Critical Region, One -Tailed and Two-Tailed Tests, General Procedure For Hypothesis Testing, Testing of Hypothesis in case of Large Samples, Testing of Hypothesis in case of Small Samples

Unit 14: Chi-Square Test: 3 The Chi-Square (χ^2) Distribution, Applications of χ^2 Test- χ^2 Test of Goodness of Fit, χ^2 Test for Independence of Attributes, χ^2 Test for a Specified Population Variance and χ^2 Test of Homogeneity

Unit 15: Business Forecasting: Prediction, Projection and Forecasting, Steps In Business Forecasting, Methods Of Business Forecasting, Theories of Business Forecasting, Utility Of Business Forecasting and Reliability of Business Forecasting

COURSE CODE 10: PRODUCTION AND OPERATIONS MANAGEMENT

Unit 1: **Production and Opearation Management*Functions*:**Evolution of Production and Operations Management,Concept of Production, Production System, Production Management, Operations Management, Managing Global Operations and Scope of Production and Operations Management

Unit 2: **Operations Management:**Introduction, Operations Management and Strategy, Achieving Operations strategies through Excellence, Tools for Implementation of Operations

Unit 3: **Operations Strategy:**Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy, Case-lets

Unit 4: **Forecasting:**The Strategic Importance of Forecasting, Benefits, Cost implications and Decision making using forecasting, Classification of Forecasting Process,, Selection of the Forecasting Method, Qualitative Methods of Forecasting, Quantitative Methods, Associative Models of Forecasting and Accuracy of Forecasting

Unit 5: **Product Design, Process Planning and Design:** Product Design and Analysis, new product development, steps in product design, Factors to Consider in Product Design, Process planning and design- selection of process, process selection decisions, process planning design, Steps in Process Planning, Process Design- process research, capacity consideration.

Unit 6: **Capacity Planning:** Introduction- Capacity Planning ,Types of Capacity,Measures of Capacity ,Capacity Planning Strategies, Flexibility in Capacity in a facility, Increasing the capacity of a plant ,Estimating Capacity of a Facility, Capacity Planning: Evaluation of Alternatives, Equipment selection & investment decisions comparison of alternatives

Unit 7: **Facility Location:** Factors influencing plant location, break even analysis, single facility location problems, multifacility location problems, minimax location [problems, gravity location problem, Euclidean-distance location problem, covering problem, model for warehouse location problem

Unit 8: **Plant Layout and Materials Handling:** Plant Layout**,** Classification of layout, layout design procedures: systematic layout design procedures, Computerized Relative Allocation of Facilities Technique (CRAFT), CRAFT Procedure, application of CRAFT, Automated Layout Design Program (ALDEP), Computerized

Relationship Layout Planning (CORELAP), Algorithm and Models for Group Technology, Materials Handling Systems

Unit 9: **Materials Management and Inventory Control:** Integrated Materials Management, Components of Integrated Materials Management: Materials Planning, Inventory Control, Purchase Management, Stores management, Inventory Control: Inventory decisions, Costs Trade–off, Models of Inventory, Operation of Inventory System, Quantity Discount, Implementation of Purchase Inventory Model.

Unit 10: **Materials Requirement Planning:** Product Structure/ Bill of Materials (BOM), Concept of Materials Requirement Planning (MRP):Need for MRP,MRP Process, Important Terminologies in MRP, Benefits of MRP, Limitations of MRP, Implementation of MRP, Problems related to MRP, Production systems suitable for MRP implementation;Lot Sizing in Materials Requirement Planning (MRP), Capacity Requirement Planning, Manufacturing Resource Planning (MRP- II)

Unit 11: **Production Planning and Control:** Definition – Objectives of production Planning and Control (PPC): Functions of production planning and control (PPC) – Elements of production control: Routing; scheduling; dispatching; follow-up or expediting; techniques of control; PERT, Types of production Planning and control System, effective PPC, advantages PPC

Unit 12: **Work Study:** Introduction to Method Study and Time Study, Foundation of Work Study, components of Work Study , Time study standards, work sampling

Unit 13: **Quality Control:** Introduction to Quality Control, Organization for quality control, Classification of quality control techniques, process capability, process variations distribution, type of data, six sigma

Unit 14:Maintenenace Management: Objectives and types of Maintenance,Maintenance Policy ,Need for replacement,Criteria for Replacement,Replacement problems,Reliability,Determination of Maintenance crew size and Information system for Maintenance Management

Unit 15: **Modern Management Production Management Tools:** Just in Time Manufacturing –Introduction and overview, push/pull production, Total Quality

Management- scope, benefits; ISO 9000 Series- Benefits and steps in ISO 9000 Registration; Poka Yoke- characteristics, levels and classification of Poka Yoke; Kaizen –elements and classification of Kaizen, steps in implementation of Kaizen Blitz; Business Process Reengineering (BPR) : steps and applications; supply chain management, Enterprise Resource Planning (ERP).

COURSE 11: BUSINESS RESEARCH METHODOLOGY

Unit 1: **Introduction to Research:** Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study.

Unit 2: **Research Design:** Meaning of Research Designs; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Designs, Errors affecting Research Design

Unit 3: **Research Problem and Formulation of Research Hypotheses:** Defining the Research problem; Management Decision Problem vs Management Research Problem; Problem identification process; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis; Writing a research proposal- Contents of a research proposal and types of research proposals.

Unit 4: **Primary and Secondary Data:** Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method

Unit 5: **Measurement and Scaling:** Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement

Unit 6: **Sampling:** Sampling concepts- Sample vs Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination

of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion

Unit 7: **Questionnaire Design:** Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method.

Unit 8: **Univariate and Bivariate Analysis of Data:**Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion; Descriptive Analysis of Bivariate data

Unit 9: **Testing of Hypotheses:** Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean; Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions.

Unit 10: **Chi-square Analysis:** Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions

Unit 11: **Analysis of Variance:** Completely randomized design in a one-way ANOVA; Randomized block design in two way ANOVA; Factorial design

Unit 12: **Research Report Writing:** Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations.

Unit 13: **Ethics in Research:** Meaning of Research Ethics; Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; Responsibility of ethics in research

COURSE CODE 12: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Unit 1: **Introduction to Business Policy:** Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture

Unit 2: **Business Policy and Decision Making:** Introduction, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change, Role of Policies in Strategic Management, Business Policy and Decision Making

Unit 3: **Introduction to Strategic Management**: Historical development and Evolution of strategic management in India, concept and definition of Strategy, levels at which strategy operates, Strategic Decision Making, the process strategic management, strategists and their role in strategic management.

Unit 4: **Strategic Intent:** concept of strategic intent, stretch, leverage and fit, concept of vision defining vision, benefits of having vision, process of envisioning and defining mission, characteristics of mission statement, definition of business ,dimensions of business definition, business models and their relationship with strategy.

Unit 5: **Environmental Appraisal:** Concept of environment, characteristics of environment, internal and external environment, classification of environmental sectors (economic environment, international environment, market environment, political environment, regulatory environment, socio-cultural environment, supplier environment and technological environment), factors and approaches to environmental scanning, methods and techniques used for environmental scanning, factors affecting environmental appraisal.

Unit 6: **Organizational Appraisal:** Organisational Resources, Orgnaisational behaviour, its strength and weakness**, competencies, strategic and competitive advantages.** organizational capability factors (Financial Capability, marketing Capability, Operations Capability, Personnel Capability, Informational Management Capability); Factors affecting organizational appraisal, approaches to Organisational Appraisal; methods and techniques used for organizational appraisal(Internal Analysis, Comparative Analysis, Comprehensive Analysis)

Unit 7: **Corporate Level Strategies-I: Concentration, Integration and Diversification**: Corporate Level Strategies (Expansion Strategies, Stability Strategies, Retrenchment Strategies, combination Strategies), Concentration strategies; Integration strategies (Horizontal Integration and Vertical Integration), diversification strategies (Concentric Diversification, Conglomerate Diversification); Need for Diversification Strategies; Risk of Diversification.

Unit 8: **Corporate Level Strategies-II: Internationalisation, Cooperation and digitalisation:** Internationalisation Strategies (Porter's Model of Competitive Advantage, Types of International Strategies, Advantages and Disadvantages of Expansion through Internationalisation, strategies for Local Companies Competing with Global Companies, emergence of the Indian MNC)

Unit 9: **Business Level Strategies:** Foundation of business level stretegies, industry structure, positioning of firm in industry, generic business strategies: cost leadership business strategy, differentiation business strategy, Focus business strategy, Integrating cost leadership and differentiation; Tactics for business strategies: Timing Tactics, Market Location tactics; Business strategies for different Industry Conditions: Embryonic Stage, Growth Stage, maturity Stage, Decline Stage

Unit 10: **Strategic Analysis and Choice:**Introduction, Strategy Analysis and its Importance; Process of Strategic Choice: Focusing on Strategic Alternatives, analyzing the Strategic Alternatives, choosing from the Strategic Alternatives; Tools and Techniques for Strategic Analysis, corporate portfolio analysis, SWOT Analysis, Experience curve analysis, Life cycle Analysis, Industry Analysis, Strategic Groups Analysis, competitors analysis; Contingency Strategies.

Unit 11: **Strategy Implementation:** Nature and barriers to strategy Implementation; Model of Strategy implementation, Project Implementation: Project management and Strategy Implementation; Procedural implementation: Regulatory mechanism in India; Resource Allocation: Strategic budgeting, factors affecting resource allocation, Difficulties in Resource Allocation

Unit 12: **Structural Implementation:** Concept of Structure, Structure and Strategy, stages of Development of Organizations; Types o organisational structures: Entrepreneurial Structure, Functional Structure, Divisional Structure, SBU Structure, Matrix Structure, Network Structure, Other types of Structures; Organisational Design and Change; Organisational systems and Process: Information system, Control system, Reward system.

Unit 13: **Behavioural Implementation:** Stakeholders and Strategic management: stakeholders Relationship management, Stakeholders Analysis; Corporate Governance and Strategic Management: Corporate Governance, relating corporate governance to Strategic Management; Role of Board of Directors in Strategic management; Strategic Leadership: tasks , styles and role of Strategic Leaders; Corporate culture and strategic management: composition of corporate culture and impact of culture on Corporate, Personal values and Business Ethics: Meaning and importance of values and ethics; social responsibility and strategic management: views on social responsibilities and social responsibility in Indian Context

Unit 14: **Functional and Operational Implementation:** Functional Strategies, Functional Plans and Policies, Financial Plans and Policies, Marketing plans and policies, Operational Plans and Policies, Personnel Plans and policies, Information management Plans and Policies

Unit 15: **Strategic Evaluation and Control:** Nature, Importance and requirements for effective of Strategic Evaluation ; strategic control: implementation control and strategic surveillance; Operational Control: process of Evaluation, setting of Standard, measurements of Performance, analyzing variances and taking corrective actions; Techniques of Strategic Evaluation and control; Role of Organisational Systems in Evaluation

SEMESTER 4 (Four courses from any one Specialization)

FINANCE SPECIALIZATION

COURSE CODE 13: INVESTMENTS MANAGEMENT (Elective)

Unit 1: **Investment – A Conceptual Framework:** Investment process, risks of investment and the common mistakes made in investment management

Unit 2: **Investment Environment:** Features and composition of money market and capital market, money market, capital market instruments and financial derivatives

Unit3: **Risk and Return:** Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return

Unit 4: **Fundamental Analysis:** Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis

Unit 5: **Technical Analysis:** Tools of technical analysis, important chart formations or price patterns and technical indicators

Unit 6: **Efficient Market Hypothesis:** Concept of 'Efficient Market' and its implications for security analysis and portfolio management.

Unit 7: **Valuation of bonds and shares:** Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds

Unit 8: **Portfolio Management – Risks and Returns:** Concept of portfolio and portfolio management, concept of risk, types of portfolio management

Unit 9: **Markowitz Portfolio Selection Model:** Concept of portfolio analysis and diversification of risk. Also discusses Markowitz Model and Efficient Frontier

Unit 10: **Capital Asset Pricing Model (CAPM):** Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model

Unit 11: **Sharpe-The Single Index Model:** Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk

Unit 12: **Factor Models and Arbitrage Pricing Theory:**Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model.

Unit 13: **International Portfolio Investments:**Investment avenues for foreign portfolio investors, risks and returns associated with such investment.

Unit 14: **Mutual Fund Operations:** Mutual funds as a key financial intermediary, mobilizing savings and investing them in capital markets.

Unit 15: **Case Studies in Investement Management**

COURSE CODE 14: STRATEGIC MANAGEMENT ACCOUNTING (Elective)

Unit 1: **Standard costing** – concept and purpose, types of standards. Standard Setting, variance analysis.

Unit 2: **Budgetary control** – meaning and purpose, component of effective budgeting program. Performance budgeting.

Unit 3: **Zero-based budgeting** – concept, importance and relevance.

Unit 4: **Capital Budgeting-**An Investment Concept; Capital Budgeting Process; Cash Flow Estimation; Capital Budgeting Evaluation Methods: Discounted Cash Flow Methods

and Non-discounted Cash Flow Methods; The Ranking of Investment Projects; Post-investment Audit

Unit 5: **Responsibility Accounting in Decentralized Organization**: Decentralization; Advantages and Disadvantages of Decentralization; Responsibility Accounting System; Types of Responsibility Centres; Traditional vs. Contemporary Responsibility Accounting; Limitations of Traditional Responsibility Accounting: Activity Based Management.

Unit 6: **Transfer Pricingin Decentralized Organization**: Transfer Pricing: Transfer Price; Objectives of Transfer Price; Transfer Pricing Methods: Cost-Based Transfer Prices, Market-Based Transfer Prices, Negotiated Transfer prices, Dual Transfer Pricing; Choosing the Right Transfer Pricing Method; Transfer price for Service Departmens; Multinational Transfer pricing; Behavioral Implications of Transfer Pricing.

Unit 7: **Traditional Financial performance Measures:** Divisional Profits, Cash Flow, Return on Investment, Residual Income; Limitations of Traditional Methods for Evaluating Segment performance; Non-financial Performance Measures; Throughput as a Non-financial performance Measure; Activity-Based Costing and performance Evaluation; Performance Evaluation in Multinational Selling.

Unit 8: **Managing Productivity:** Definition Productivity; Measuring Productivity: Partial and Total; Measuring Changes in Activity Efficiency: Activity Productivity Analysis, process productivity Analysis; Quality and Productivity.

Unit 9: **Balanced Scorecard:** Measuring Total Business unit performance – The BSC – Financial perspective – customer perspective – internal business process perspective – Learning and Growth perspective. Four perspectives and their sufficiency.

Unit 10: **Benchmarking:** Meaning – Benefits of Benchmarking analysis – Types of benchmarking – Benchmarking process – TQM and Benchmarking – Management accounting for benchmarking.

Unit 11: **Responsibility centres** – need for divisionalization, types of responsibility centres. Performance reports, responsibility accounting.

Unit 12: **Behavioral aspects** – segmented performance evaluation. Transfer pricing.

Unit 13: **Activity Based Costing (ABC) systems** – tracing costs from activities to products and services. Activity based management, activity cost drivers. ABC vs traditional costing.

Unit 14: **Customer Account Profitability(CAP) analysis** – meaning and need for CAP analysis. Managing customer profitability, managing relationships – customer costs in service companies.

Unit 15: **Product Life Cycle(PLC) costing** – PLC assessment, cost assessment; pricing and evaluation criteria for products at different stages of PLC. Using ABC for analyzing customer profitability.

COURSE CODE 15: MANAGEMENT OF FINANCIAL SERVICES (Elective)

Unit 1: **Introduction to Financial Services:** Definition and nature of Financial Services, scope and growth of Financial Services, role of service providers in Financial Services: Credit Rating Agencies, Depositories, Depository participants, Factoring, Merchant bank, Venture capital; Financial Services Sector: Need for Change, Future of Financial Services in India.

Unit 2: **Indian Financial System:** Financial system in India: scope and components, nature and functions of financial systems, Key Players in Financial market, development of merchant banks and regulations

Unit 3: **Money Market Instruments:** Concept of money market, Money Market instruments: call money/notice money/term money, bankers Acceptance, Certificate of deposit, treasury bills, commercial bills, commercial papers, cas management bills; deficiencies nadproblrms in Indian Money Market

Unit 4: **Regulatory framework for Financial Services in India:** Need for and Regulators in Indian Financial System, Regulations of Capital market, Reserve bank of India: different functions of RBI, RBI's Credit Control Tools: Bank Rate, Repo Rate, difference between Bank Rate and repo Rate, Reverse Repo rate, cash Reserve ratio

Unit 5: **Management of Risk in Financial Services:** Meaning, nature and importance of Risk, systematic and unsystematic Risk, Types of Risks in Financial services: Credit Risk, Market risk, business Risk, Operational Risk, Interest Rate Risk, Financial risk, Currency Risk; Role of Technology in Risk Management.

Unit 6: **Merchant Banking Services:** History of merchant Banking, Growth of Merchant banking in India Definition and meaning of Merchant banker, Importance of Merchant Banking In India, Merchant Bank vs Commercial Bank, SEBI guidelines for Merchant Banker.

Unit 7: **Securities and Exchange Board of India:** Functions, Powers and Objectives of SEBI, Role of SEBI: corporatization and Demutualization of Stock Exchanges, Insider Trading, Paperless Trading in Exchanges, IPO Grading; Role of SEBI in Monitoring Stock Exchanges; DEMAT Accounts, Dematerialization.

Unit 8: **Securities Market:** Role of Market ;makers in the securities market, Capital Issue Management, Classification of Issues, Role of Intermediaries ion a Public Issue, Debentures and its types, Bonds and its types, Difference between Debenture and Bond

Unit 9: **Raising Capital from International Markets -** needs of Indian companies for raising funds from foreign markets usage of euro issue, evaluation of various types of depository receipts -American Depository Receipts, Global Depository Receipts, FCCBs and FCEBs.

Unit 10: **Depository System in India -** depository system, the Depository Act of 1996 and depository participants. NSDL, CDSL and benefits of a depository system

Unit 11: **Mutual Funds and AMCs -** mutual funds, various types of mutual funds schemes, advantages and disadvantages of investing in mutual funds, legal structure and the regulation of mutual funds in India.

Unit 12: **Leasing and Hire Purchase -** Introduction to leasing, Evolution and Meaning of Leasing, types of leasing**,** Meaning of Hire Purchase, differences between hire purchase and installment sale, differences between leasing and hire purchase

Unit 13: **Mergers and Acquisitions –** Introduction of mergers and acquisitions, benefits of mergers, the procedure and theories of mergers and the legal aspects governing mergers, acquisitions and takeovers in India

Unit 14: **Portfolio Management and Credit Rating -** Introduction of portfolio management, theories of portfolio management, techniques of portfolio evaluation and measures of portfolio revision, Introduction of credit rating, processes, scope of credit rating agencies in India.

Unit 15: **Securitization of Debts and Factoring -**Introduction of securitization, features, advantages and the steps involved in the securitization process, process and features of factoring, types of factoring contracts, advantages and disadvantages of factoring, differences between factoring and bill discounting, process of factoring as it exists in India and explains the process of forfeiting.

COURSE CODE 16: INTERNATIONAL FINANCE (Elective)

Unit 1: **Financial Management in a Global Context:** Introduction, Finance Function, the emerging Challenges, Recent Changes in Global Financial markets

Unit 2: **Nature and measurement of Exposure and Risk:** Introduction, Exchange rate and Interest Rate Volatility, Exposure and Risk, Classification odf Foreign Exchange Exposure and Risk, Accounting Treatment of transaction and Translation Exposure, Exchange rates, Interest Rates, Inflation rates and Exposure

Unit 3: **Balance of Payments:** Concepts and principles of balance of payments and its various components, The Current Account, Deficit and Surplus and Capital Account Convertibility, Importance of BOP Statistics

Unit 4: **International Monetary System:** Introduction, Exchange Rate Regimes, International monetary Fund (IMF), Problem of adjustment, Economic and Monetary Union (EMU)

Unit 5: **Global Financial markets and Interest Rate:** Introduction, Domestic and Offshore markets, Euro markets, Interest Rates in the Global Money markets, overview on Money Market Instruments

Unit 6: **Foreign Exchange Market:** origin of the concept of foreign exchange, Structure of Foreign Exchange Market, Types of Transactions and Settlement Dates, Exchange Rate Quatations and Arbitrage, Forward Quotations, Pricing Short Date and Broken Date Contracts, Foreign Exchange Market in India.

Unit 7: **Forward, Swaps and Interest Parity:** Introduction, Arbitrage without Transaction Costs, Arbitrage with Transaction Costs, Swaps and Deposit Markets, Interbank forward Dealing, Option Forwards, Forward-Forward Swaps, FSA, ERA and FXA, Forward Currency market and rates in India

Unit 8: **Currency and Interest Rate Futures:** Introduction, Future Contracts, Markets and the Trading Process, Future Price, expected Spot Price and Forward Prices, hedging and Speculation with currency Futures, Interest Rate Futures, Hedging and speculation with Interest Rate Futures

Unit 9: **Exchange Rate Determination:** Exchange rate movements, factors that influence exchange rates, movements in cross exchange rates, concepts of international arbitrage, interest rate parity, and purchasing power parity and the International Fisher effect.

Unit 10: **Foreign Trade Finance:** Concept of foreign trade finance, concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade

Unit 11: **Nature and Measurement of Foreign Exchange Exposure:** Nature and measurement of foreign exchange exposure, Types of exposures and the various types of translation methods.

Unit 12: **International Capital Structure:** International capital structure, cost of capital, the capital structure of MNCs, cost of capital in segmented versus integrated markets.

Unit 13: **International Capital Budgeting:** Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis

Unit 14: **International Taxation:** international tax system, principles of taxation, double taxation, tax havens and transfer pricing. International tax management strategy and Indian tax environment.

Unit 15: **Foreign Direct Investment, International Portfolio and Cross- Border Acquisitions:** flow, cost and benefits of Foreign Direct Investment. ADR and GDR, concept of portfolio, cases on cross border acquisitions.

MARKETING SPECIALIZATION

COURE CODE 17: SALES, DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT (Elective)

Unit 1: **Overview of Sales Management-** Introduction, Objectives, Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Nature and Responsibilities of Sales Management, Careers in Sales Management, Modern Roles and Required Skills for Sales Managers

Unit 2: **Understanding Personal Selling and Sales Force Management-** Introduction, Objectives, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force.

Unit 3: **Understanding Personal Selling and Sales Force Management-** Introduction, Objectives, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force

Unit 4: **New Trends in Sales Management-** Introduction, Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, Challenges Faced by International Sales Managers

Unit 5: **Channel management-** Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels

Unit 6: **Wholesaling-**Introduction, Definition of Wholesalers, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling

Unit 7: **Retailing-** Introduction, Definition of Retailers, Origin of Retailing, Scope of Retailing, Retailing Scenario: An Overview, Retailing: Importance and Success Factors, Retail Format

Unit 8: **Emerging Concepts in Distribution Management-**Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

Unit 9: **The Basics of Supply Chain Management-** Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions

Unit 10: **Planning Demand and Supply-I:** Introduction, Three Components of SCM, Demand Management, Demand Forecasting

Unit 11: **Planning Demand and Supply-** Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies

Unit 12: **Procurement and Inventory Management-** Introduction, Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs, Types of Inventory Models, Inventory Control Systems, Tools of Inventory Management.

Unit 13: **Logistic Management:** Definition of Logistics and Logistics Management, Types of Logistic Activities, Importance of Logistics Management, Integrated Logistics and its Support, Determinants of Designing Logistical System, Transportation, Warehousing, Packaging

Unit 14: **Supply Chain Benchmarking-** Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure

Unit 15: **Recent Trends in Supply Chain Management-**Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management

COURSE CODE 18: SERVICE AND RETAIL MARKETING (Elective)

Unit 1: **Introduction to Service Marketing:** Definition and concept, Scope of services, Goods services continuum, Types of services – goods and services categorization, Industrial services, Segmentation, target marketing and positioning, Customer expectations and perceptions of services.

Unit 2: **Service marketing mix** – product, price, place, promotion, people, physical evidence and process.

Unit 3: **Service quality:** dimensions of service quality, measuring service quality, Strategies for dealing with intangibility, inventory, inconsistency and inseparability, Building customer relationship through segmentation and retention strategies.

Unit 4: **Service marketing triangle** – external marketing, internal marketing, relationship marketing and interactive marketing.

Unit 5: **Introduction to Retailing:** Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

Unit 6: **The Retail Marketing Segmentation:** Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation

Unit 7: **Store Location and Layout:**Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies

Unit 8: **Retail Marketing Strategies:** Introduction, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail "EST" model

Unit 9: **Retail Merchandising:** Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process

Unit 10: **Retail Pricing-** Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

Unit 11: **International Retailing-** Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities and Benefits of Going Global, Market Entry Methods

Unit 12: **E-Tailing-** Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influences the Growth of E-Tailing, Advantages & Disadvantages of E-Tailing, Future of Electronic Retailing

Unit 13: ***Customer Relationship Management*** **in Retailing-**Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program

Unit 14: **Rural Retailing-** Introduction, an Overview of the Indian Rural Market, Role of Rural retailing in India, Challenges in Indian Rural Market, Periodic Markets

(Shanties/Haats/Jathras), Rural retail Players in India, Rural Retail Strategies, Future of Rural retailing

Unit 15: **Case Study** in Services and Retail Marketing

COURSE 19: INDUSTRIAL AND RURAL MARKETING (Elective)

Unit 1: **Introduction to Industrial Marketing:** Concept and characteristics of industrial marketing,

Unit 2: **Types of industrial markets** – industrial buyer behavior. Strategic industrial marketing – marketing research.

Unit 3: **Classification of industrial products and services** – new product development and introduction. Industrial product management – pricing decisions in industrial markets.

Unit 4: **Formulating channel strategies and physical distribution decisions**, promotional strategies for industrial goods/services. Developing marketing strategies and programs for industrial goods/services.

Unit 5: **Rural Marketing**: A Conceptual Framework, Nature & Characteristics of Rural Market. Challenges & Opportunities, An Overview of Indian Rural Market.

Unit 6: **Rural Consumer Behaviour:** Characteristics of Rural, consumer ConsumerBehaviour Roles, Factors influencing Purchase of Products in Rural Market.

Unit 7: **Rural Marketing Research:** Process of Research in Rural Markets, Sources and Methods of Data Collection, Data Collection Approaches in Rural Markets.

Unit 8: **Segmenting, targeting and positioning of Rural Markets:** Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools.

Unit 9: **Product , Pricing and Promotion strategy of Rural Markets** – product mix decisions, competitive product strategies for rural markets. Pricing strategy – pricing policies, innovative pricing methods for rural markets. Promotion strategy – appropriate media and designing right promotion mix.

Unit 10: **Distribution and logistics management** – selection of appropriate channels – new approach to reach out rural markets.

Unit 11: **Principles of Innovation for Rural Market**: Need for Innovation in Rural Market, Role of Government & NGOs in Rural Marketing.

Unit 12: **Rural and Urban Markets:** A Comparative Analysis, Parameters Differentiating Urban & Rural Markets, Similarities and Differences in Consumer behaviour in Rural & Urban Markets.

Unit 13: **e-Rural Marketing:** e-Choupal Model of ITC, IT for Sustainable Rural Development and E-Governance in rural market Corporate Sector in Agri-business: Cultivation, Processing & Retailing Organized Rural Retailing

Unit 14: **Social Marketing:** Corporate Social Responsibility and Rural Marketing, Consumer Education: Consumer Education and consumer movement in rural India. Role of government in Rural Marketing, Role of NGOs in Rural Marketing

Unit 15: **Case Study**in Industrial and Rural Marketing

COURSE CODE 20: CONSUMER BEHAVIOR (Elective)

Unit 1: **Introduction to Consumer Behaviour and Consumer Research:**Introduction, Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Research Process

Unit 2: **Marketing Segmentation and Positioning:** Introduction, Requirements for Effective Segmentation, Bases for Segmentation, Determining How Many Segments to Enter, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research

Unit 3: **Consumer Motivation:** Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research

Unit 4: **Consumer Perception:**Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions

Unit 5: **Consumer Learning, Memory and Involvement:**Introduction, Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behaviour, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity

Unit 6: **Consumer Attitudes:**Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies

Unit 7: **Consumer Behaviour and Marketing Communications:**Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications, source, message, message appeals, communication feedback

Unit 8: **Cultural Influences on Consumer Behaviour:**Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications

Unit 9: **Social Class and Group Influences on Consumer Behaviour:**Introduction, nature of Social Class, Social Class Categories, Money and Other Status Symbols, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Conformity to Group Norms and Behaviour, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children, word-of-Mouth Communications within Groups, opinion Leadership

Unit 10: **Diffusion of Innovation:**Introduction, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion

Unit 11: **Situational Influence on Consumer's Decision and the Decision Models:** Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System)

Unit 12: **Consumer Decision-making Process –** Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives

Unit 13: **Consumer Decision-making Process:**Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour

Unit 14: **Organizational Buying Behaviour:**Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles

Unit 15: **Case Study**in Consumer Behaviour

HRM SPECIALISATION

COURSE CODE 21: INDUSTRIAL RELATIONS AND LABOUR LEGISLATION (Elective)

Unit 1: **Industrial Relations:** An Introduction, Meaning and definition of Industrial Relations, Evolution of Industrial Relations, Approaches to Industrial Relation, Trade unionism, Tripartite and Bipartite bodies and Industrial disputes.

Unit 2: **Influencing factors of IR**: Influencing factors of IR in enterprise and the consequences, employment structure, social partnership, labour market in India

Unit 3: **Trade Unions:** Growth of Trade uniond in India, legal framework, union recognition, union problems. Employees association, membership and financial status, Trade Union Act 1926

Unit 4: **Industrial Dispute and Employee Grievance :**Nature and scope of Industrial Dispute, causes and consequences of Industrial Dispute, Prevention and settlement of Industrial dispute in India, Nature of Grievance, Causes of Grievance, the grievance redressal procedure.

Unit 5: **Machinery for prevention and settlement of Industrial Dispute:** Statutory and non-statutory measures and other statutory measures

Unit 6: **Collective Bargaining:** Meaning and concept of collective bargaining, Features and strategies of Collective Bargaining, approaches to collective Bargaining, Impact of collective bargaining and workers participation in management on Industrial Relations.

Unit 7: **Workers Participation in Management:** Concept of Workers Participation in Management, Features and objectives of workers participation in management, Forms of workers participation in India, Merits of workers participation in management, Demerits of workers participation in management, W.P.M in India and Making WPM effective.

Unit 8: **Concept of Wages:** Meaning and concept of wages, Objectives of wage and salary administration, Theory of Wages, Methods of Wage Payment and Wage differentials

Unit 9: **Social security in India:** health and occupational safety programs – salient features of workmen compensation Act and Employees' State Insurance Act relating to social security. Objectives of workers' education.

Unit 10: **Introduction to Labour Legislation:** Social legislation and Labour Legislation , Forces influencing Labour Legislation in India, Principals of modern Labour Legislation, types of Labour Legislation

Unit 11: **The Factories Act, 1948:** Objectives, Coverage, Welfare Measures, Administrative machinery, recommendations of Second National Commission on Labour. Industrial Employment (standing order) Act, 1946: Objective, coverage, Benefits and main provisions of the act.

Unit 12: **Industrial Disputes Act, 1947:** Objective, Coverage, Benefits, strikes and lockout, Conciliation Officers, Board, Court of enquiry, Labour Court, tribunals, National tribunals, Amendments, Collective Bargaining: Importance, Levels, Collective agreements, Hurdles to Collective Bargaining in India

Unit 13: **The Workmen's Compensation Act, 1923:** Objective, Coverage, Benefits ,Main provisions. Employee's State Insurance Act, 1948: objective, scope, coverage, benefits, The role of ESI Corporation and ESI Hospitals, critical appraisal of the Act

Unit 14: **The Employee's Provident Fund and Miscellaneous Provision Act, 1952:** Objectives, coverage, employers' obligations, benefits, penalties, critical appraisal of the Act.

Unit 15: **Social Security Act:**Minimum wage Act 1948, Payment of wages Act 1936, Payment of Bonus Act 1965, Equal remuneration Act 1976.

COURSE CODE 22: ORGANIZATION CHANGE AND DEVELOPMENT (Elective)

Unit 1: **Organisational development-** An introduction: Organisational Development – Meaning and Definition, History of OD, Relevance of Organisational Development for Managers, Characteristics of OD, Assumptions of OD

Unit 2: **Change Process and Models:** Organisational Change, Strategies for Change, Theories of Planned Change (Lewin's change model, Action research model, the positive model), Action Research as a Process, Resistance to Change

Unit 3: **Role of OD Practitioner:** OD Practitioner, Role of OD Professional in Organisations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional

Unit 4: **Process of OD:**Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure

Unit 5: **Designing Interventions:**OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions

Unit 6: **Values and Ethics in OD:**Professional Values, Value Conflict and Dilemma, OD Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD, Factors that Influence Ethical Judgement

Unit 7: **Issues Faced in OD:**Introduction, Issues Related to Client Relationships, Power, Politics and Organisational Development

Unit 8: **Human Resource Interventions:**HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness

Unit 9: **Human Resource Interventions:**HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness

Unit 10: **Structural Interventions:**Socio-Technical Systems, Techno-Structural Interventions, Physical Settings and OD, Types of Techno-Structural Interventions

Unit 11: **Strategic Interventions:** Integrated Strategic Change, Trans-organisation Development, Merger and Acquisition Integration, Culture Change, Self-Designing Organisations, Organisation Learning and Knowledge Management, Confrontation Meetings, System 4 Management, Learning Organisations

Unit 12: **Technology and OD:**Technology & OD: Basic Concept, Impact of Technology in Organisations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD

Unit 13: **Evaluating OD Interventions:** Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions

Unit 14: **Organisational Learning:**Learning Organisation, Senge's Approach Nonaka& Takeuchi's Approach, Executive View on Organisational Learning, Reality Checklist, Seven Steps of Initiating Organisational Learning

Unit 15: **Future of OD:**Organisational Development and Globalization, Emerging Trends in OD - Expanding the use of OD, Combining traditional "hard" business competencies and OD, Creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning, Trends within the Organisation

COURSE CODE 23: PERFORMANCE MANAGEMENT AND COMPENSATION MANAGEMENT (Elective)

Unit 1: **Introduction to Performance Management:**Concept and Definition of Performance Management, Importance of Performance Management System, and Linkage of Performance Management to Other HR Processes

Unit 2: **Process of Performance Management:**Overview of Performance Management Process, Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance

Unit 3: **Performance Appraisal:**Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process

Unit 4: **Performance Appraisal Methods:**Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach

Unit 5: **Performance Appraisal Feedback:**Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback

Unit 6: **360-Degree Appraisal:**Introduction, the Impact of 360-Degree Feedback on Organisations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback, Operating 360-Degree Appraisal

Unit 7: **Ethics in Performance Appraisal:**Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management

Unit 8: Introduction to **Compensation management –**Introduction, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues

Unit 9: **Wages and Salary Administration at Macro Level:** Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration

Unit 10: **Job Evaluation:** Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation

Unit 11: **Incentive Schemes:** Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans

Unit 12: **Benefits and Services:** Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package

Unit 13: **Voluntary Retirement Scheme:**Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees

Unit 14: **Compensation Strategy:** New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualising the Pay System, Organisational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies

Unit 15: **Rewards & Recognition:** Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy

COURSE CODE 24: MANPOWER PLANNING AND RESOURCING (Elective)

Unit 1: **Introduction to manpower Planning:** Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix;

Unit 2: ***Manpower Planning and Resourcing:*** Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives

Unit 3: ***Manpower Forecasting:***Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting

Unit 4: **HRD Activities:** Employee development activities Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD;

Unit 5: **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

Unit 6: **HRD mechanisms for workers;** Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.

Unit 7: **Resourcing Strategy:**Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy

Unit 8: ***Sourcing & Recruitment:***Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications

Unit 9 : **Selection Tests:**Introduction, Selection Process, Selection Methods, Psychological tests, Types of tests, Validity of tests, interpreting test results, Psychometric tests, online test, Importance of tests, Interviews, Final stages

Unit 10 **Induction:** Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On-the-Job Training

Unit 11: **Career Management:**Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning, Talent management, Succession planning

Unit 12: **Employee Turnover:**Introduction, Employee turnover – causes & remedies, Cost of employee turnover, Importance of employee turnover, Employee exit process (Managing organizational release)

Unit 13: **Train to Hire***:* Introduction, Outsourcing the Train-to-Hire Process, Partnering with educational institutions, Generating revenue, setting up an academy, Designing Curriculum

Unit 14: **HRD in Organisations:** Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development.

Unit 15: **Recent Trends in Human Capital Development and Planning:** Introduction, Competency mapping, Knowledge management, E-Manpower Development, E-Manpower planning

Course Code : PROJECT REPORT (200 marks)

The objective of the Project is to help the learners acquire ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work. The duration of the project work is six months.

The project carries 200 marks and it is mandatory to submit the Project Report before the completion of the programme.

a. TIME SCHEDULE FOR THE PROJECT

Sl No.	Topic	Date
1	Submission of the synopsis of the project at the respective Study Centre	Upto 28th February
2	Progress Report of the Project	1st April to 15 April
3	Candidate should bring three copies of the project report along with them at the time of Viva-Voce	

b. TYPES OF PROJECT:

The Project may be taken on any one of the following areas:

- The project should be done in specialisation area of M.B.A course only.
- Comprehensive case study (covering single organization/multifunctional area problem, formulation analysis and recommendations)
- Inter-organisational study aimed at inter-organisational comparison/ validation of theory/survey of management services.
- Evolution of any new conceptual / theoretical framework.
- Field study (empirical study).
- The project can be based on primary or secondary data.

c. **PROJECT PROPOSAL (SYNOPSIS):** Submission, Changes and Acceptance of Project Proposal (synopsis):

- Learners are advised to send their project synopsis and name and address of the project guide to the Coordinator, Study Centre. The synopsis should include the following:
  - Title of the Study
  - Objectives and importance (significance) for the Study
  - Research Methodology opted for the Study (stating nature, sources, collection of data; research tools and techniques to be used; sampling procedure). Along with this, a brief profile of the organization proposed to be covered in the project should also be included.
  - Limitations and Scope of the Study.

- If the learner wants to undertake a new project by changing his/her earlier project proposal, he will have to justify his new choice. Without valid ground and certification from his/her guide, no change in project proposal will be entertained.
- In any case, changes in project proposal will not be allowed after submitting the second project proposal. The second proposal will be considered as final.
- It is necessary that the learners finalize their project proposal well ahead of time.
- It is to be noted that changes in project proposal will not be entertained in the last month of the programme.
- In order to complete the project in due time, a learner should devote at least 120 days for his/her project. This time should be judiciously divided into various phases like field study & interview, data collection, data tabulation, data interpretation and data analysis.

d. PROJECT GUIDE:

- Faculties at the School of Professional Studies (Commerce, Management or Economics) of KKHSOU headquarter.
- Faculties in the departments of Commerce, Business Management or Economics in colleges/institutions affiliated to any Indian University and having minimum five years of teaching experience.