

1701BA101

**PRINCIPLES OF MANAGEMENT**

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**COURSE OBJECTIVES:**

1. To expose the students to the basic concepts of management.
2. To understand how an organization functions.
3. To understand the complexity and wide variety of issues managers face in today's business firms.

**UNIT I INTRODUCTION TO MANAGEMENT**

**9 Hours**

Management: Nature and purpose- Science or an art- Role of managers- Patterns of management analysis - Evolution of management thought – System approach to operational management- Social responsibility of managers- Ethics in management.

**UNIT II PLANNING**

**9 Hours**

Nature and purpose of planning- Planning process- Types of plans- Objectives- Management by Objective (MBO) – Strategies - Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions.

**UNIT III ORGANISING**

**9 Hours**

Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Orientation- Career development- Career stages- Training- Performance appraisal.

**UNIT IV DIRECTING**

**9 Hours**

Managing people – Motivation - Leadership – Communication - Hurdles to effective communication - Organization culture - Elements and types of culture- Managing cultural diversity.

**UNIT V CONTROLLING**

**9 Hours**

Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations

**TOTAL: 45 HOURS**

**FURTHER READING:**

Hawthorne Effect  
Entrepreneur and Intrapreneur

**COURSE OUTCOMES:**

- On the successful completion of the course, students will be able to
- CO1: Describe and discuss the elements of effective management.
  - CO2: Discuss and apply the planning and decision making process.
  - CO3: Infer the methods in recruitment, selection and performance appraisal.
  - CO4: Communicate effectively through both oral and written presentation.
  - CO5: Apply various control techniques in organization.

*Employ ability/  
Entrepreneurship*

**REFERENCES:**

1. Andrew J. Dubrin, Essentials of Management, Wesser Press, 10<sup>th</sup> edition, 2016.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 13th edition, 2013
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.
4. Charles W.L Hill and Steven L McShane, 'Principles of Management, McGraw Hill Education, Special Indian Edition, 2007.
5. Tripathi, Reddy, Principles of Management, Mc Graw Hill, 4th edition, 2011.
6. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
7. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.
8. Anbuvelan, Principles of Management, Laxmi Publications, 2007

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1701BA102

**STATISTICS FOR MANAGEMENT**

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**COURSE OBJECTIVES:**

1. To enable the students to have an insight into basic statistical techniques.
2. To gain an understanding about hypothesis testing, using tools such as Z test, F test, ANOVA, chi-square tests, regression & correlation analysis and non-parametric tests.
3. To enable the students to draw conclusions from the analysis for better decision making.

**UNIT I INTRODUCTION**

**12 Hours**

Statistics – Definition, Types. Types of variables – Organising data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

**UNIT II SAMPLING DISTRIBUTION AND ESTIMATION**

**12 Hours**

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

**UNIT III TESTING OF HYPOTHESIS - PARAMETRIC TESTS**

**12 Hours**

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.

**UNIT IV NON-PARAMETRIC TESTS**

**12 Hours**

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

**UNIT V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS**

**12 Hours**

Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations, forecasting errors.

**TOTAL: 60 HOURS**

**FURTHER READING:**

Frequency Distribution, Random numbers, Bivariate Data  
Level of significance, Parametric vs. Non Parametric test

**COURSE OUTCOMES:**

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

- CO1: Analyze the collected information using descriptive and inferential statistics to interpret the collected data.
- CO2: Apply the sampling theory in accounting and auditing from business point of view.
- CO3: Apply univariate and bivariate statistical tools for analysis of collected data.
- CO4: Apply non-parametric test for drawing meaningful conclusions.
- CO5: Apply correlation and simulation techniques for business decision making.

Employability

**REFERENCES:**

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7<sup>th</sup> Edition, Pearson, 2011.
2. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
3. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
4. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
5. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.
6. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
7. Anand Sharma, Statistics for Management, HPH, 2<sup>nd</sup> Edition, 2008

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1702BA103

**ECONOMIC ANALYSIS FOR BUSINESS**

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**COURSE OBJECTIVES:**

1. To give an insight into demand and supply analysis, forecasting and decision making.
2. To provide students with a basic understanding of various Market structures.
3. To provide students with a basic understanding of the Macro Economic concepts and Indian Government's Stabilization policies.

**UNIT I INTRODUCTION**

**9 Hours**

The themes of economics – Three fundamental economic problems – society's capability – Production possibility frontiers (PPF) – economic growth & stability – Micro economics and Macro economics – the role of markets and government – Positive Vs negative externalities.

**UNIT II CONSUMER & PRODUCER BEHAVIOUR – MICRO ECONOMICS**

**9 Hours**

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Relation between Production and cost function.

**UNIT III PRODUCT AND FACTOR MARKET**

**9 Hours**

Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply-Determination of factor price-Interaction of factor & product market-General equilibrium and efficiency of competitive markets

**UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS**

**9 Hours**

Overview of Macro economics – objectives and instruments- Circular flow of macro economic activity - Aggregate demand and supply – Macroeconomic equilibrium- National income determination- Business cycle and aggregate demand -Multiplier effect- Fiscal policy in theory

**UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY**

**9 Hours**

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors –Inflation Vs Unemployment tradeoff – Phillips curve –short-run and long-run – Money market- Demand and supply of money – money market equilibrium and national income – the role of monetary policy.

**TOTAL: 45 HOURS**

**FURTHER READING:**

Stake holder's welfare maximization, Barometric Indicators,  
Price Discrimination, Gini Co-efficient, Economical aspects of Taxation

**COURSE OUTCOMES:**

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

- CO1: Analyze the economic environment for creating a favourable impact on business entities.
- CO2: Apply the economic concepts in day to day running of business.
- CO3: Apply the economic knowledge gained for developing strategies.
- CO4: Compute the circular flow of macro economic activity.
- CO5: Explain the role of money, its causes and consequences in the economic situation.

*Employability  
Entrepreneur  
-SLIP*

**REFERENCES:**

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2010.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 3<sup>rd</sup> edition, Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alec Charystal, Economics, 12<sup>th</sup> edition, Oxford, University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. fair, Principles of Economics, 6<sup>th</sup> edition, Pearson, Education Asia, New Delhi, 2002.
6. John Sloman, Economics, 3<sup>rd</sup> Edition, PHI
7. Lipsey & Crystal, Economics, 10<sup>th</sup> Edition, Oxford University press, 2007
8. Mankiw, Economics Principles and Applications, 11<sup>th</sup> India Edition, Cengage learning, 2011

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1702BA104

**ORGANIZATIONAL BEHAVIOUR**

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**COURSE OBJECTIVES:**

1. To familiarize students with contemporary organizational behaviour theories.
2. To help them to understand, predict and manage people better
3. To familiarize the students with organizational culture and help them to manage change.

**UNIT I FOCUS AND PURPOSE**

**5 Hours**

Definition, Importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

**UNIT II INDIVIDUAL BEHAVIOUR**

**12 Hours**

Personality – Types – Factors influencing personality – Theories – Learning – The learning process – Learning theories – Organizational behaviour modification, Attitudes – Characteristics – Components – Formation. Perceptions – Factors influencing perception. Motivation – Importance and Types- Theories of motivation.

**UNIT III GROUP BEHAVIOUR**

**10 Hours**

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Group decision making techniques – Team building - Interpersonal relations.

**UNIT IV LEADERSHIP AND POWER**

**8 Hours**

Leadership - Meaning – Importance – styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics, Ethics - importance.

**UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR**

**10 Hours**

Organizational culture and climate – Factors affecting organizational climate. Organizational conflict- Job satisfaction – Determinants – Influence on behavior. Organizational change – Importance – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Organizational development – Characteristics – objectives – Organizational effectiveness.

**Total: 45 Hours**

**FURTHER READING:**

Emotional Intelligence, Values, Motivating Gen X & Gen Y  
Globalization and culture, Implementing change

**COURSE OUTCOMES:**

- On the successful completion of the course, students will be able to
- CO1: Understand the framework of organizational behaviour.
  - CO2: Apply behavioural theories for managing employee's behaviour.
  - CO3: Understand people's behaviour and adopt appropriate decision making techniques.
  - CO4: Apply the leadership qualities and communicate the information effectively to others.
  - CO5: Initiate, manage and implement changes in organization.

Employability)  
Entrepreneur  
-ship

**REFERENCES:**

1. Stephen P. Robins, Timothy A. Judge, Neharika Vohra, Organisational Behavior, Pearson Education, 16<sup>th</sup> edition, 2016.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12<sup>th</sup> Edition, 2011.
3. K.Aswathappa, Organisational Behaviour, 10<sup>th</sup> edition, Himalaya Publishing House, 2012
4. Kavitha Singh, Organisational Behaviour, Pearson, 2012.
5. Udai Pareek, Understanding Organisational Behaviour, 3<sup>rd</sup> Edition, Oxford Higher Education, 2011.
6. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10<sup>th</sup> edition. 2011.
7. Mc Shane & Von Glinov, Organisational Behaviour, 4<sup>th</sup> Edition, Tata Mc Graw Hill, 2007.
8. Robert N. Lussier, Human Relations in Organisation, 6<sup>th</sup> edition, McGraw Hill, 2005
9. Mc Shane, Mary, Sharma, Organisational Behaviour, 4<sup>th</sup> Edition, TMH, 2008
10. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7<sup>th</sup> edition, Tata McGraw Hill, 2008.

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1701BA105

**ACCOUNTING FOR MANAGEMENT**

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**COURSE OBJECTIVES:**

1. To acquaint the students with the fundamental principles of accounting.
2. To enable the students to read and understand Financial Statements
3. To enhance the knowledge of students in Costing, Budgeting and Marginal costing techniques.

**UNIT I FINANCIAL ACCOUNTING**

**12 Hours**

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Double entry System-Preparation of Final accounts- Introduction to inflation accounting- Introduction to human resources accounting.

**UNIT II COMPANY ACCOUNTS**

**12 Hours**

Meaning of Company –Issue of Shares-Issue and Redemption of debentures - Profit or Loss Prior to incorporation- Final Accounts of Company.

**UNIT III ANALYSIS OF FINANCIAL STATEMENTS**

**12 Hours**

Financial ratio analysis and interpretations-cash flow (as per Accounting Standard 3) and funds flow statement analysis-comparative statements, common size statements- financial statements using real time data.

**UNIT IV COST ACCOUNTING**

**12 Hours**

Cost Accounts – Classification of costs – Job cost sheet – Job order costing – Process costing – (excluding Interdepartmental Transfers and equivalent production) – Joint and By Product Costing – Introduction to concepts of Activity Based Costing, Value Chain, Target Costing.

**UNIT V MARGINAL COSTING**

**12 Hours**

Management Accounting – Marginal Costing – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems – Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing)

**TOTAL: 60 HOURS**

**FURTHER READING:**

1. Format of Balance Sheet as per Company Law and annexure to it, Share holder ratios, Inventory Valuation Method – FIFO, LIFO
2. Average Cost Method, Zero based budgeting, Multi-product firm and BEP

**COURSE OUTCOMES:**

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

- CO1: Demonstrate the financial conditions of the business and present them to the concerned stake holders.
- CO2: Estimate how to maintain accounts and based on them prepare various statements related to companies.
- CO3: Capable of analyzing and interpretation of income statement and Balance sheet.
- CO4: Ability to apply appropriate financial analysis tool to make effective financial decisions.
- CO5: Capable of applying budgetary control and variance analysis as a controlling technique.

Employability  
- City  
Entrepreneur  
- Ship

**REFERENCES:**

1. M.Y.Khan & P.K.Jain, Management Accounting and Financial Analysis, , TMH, 2011.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.
3. M.P.Pandikumar, Management Accounting, Excel Books India, 2009
4. S.N.Maheswari & S.K.Maheshwari, An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd., New Delhi, 2007
5. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2010.
6. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
7. Harrison & Horngren, Financial Accounting, 4<sup>th</sup> Edition, Prentice hall, 2001
8. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
9. Anthony, Hawkin, Merchant, Accounting- Text and cases, 12<sup>th</sup> Edition, TMH,2007
10. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009

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1702BA106

**LEGAL ASPECTS OF BUSINESS**

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**COURSE OBJECTIVES:**

1. To instill in the students an awareness of legal framework within which the businesses function.
2. To understand the basics of various Direct and Indirect Tax regimes and their implications.
3. To gain an insight into Consumer Protection Act and Cyber Law.

**UNIT I COMMERCIAL LAW**

**9 Hours**

**THE INDIAN CONTRACT ACT 1872**

Definition of contract, essential elements and types of a contract, breach of contract and its remedies, Quasi contracts - Contract of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

**THE SALE OF GOODS ACT 1930**

Essentials of sale of goods contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contract, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

**UNIT II COMPANY LAW**

**9 Hours**

Major principles - Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

**UNIT III INDUSTRIAL LAW (REVISED/LATEST)**

**9 Hours**

An Overview of Factories Act - Payment of Wages Act- Industrial Disputes Act.

**UNIT IV INCOME TAX ACT, SALES TAX ACT & GST**

**9 Hours**

Corporate Tax Planning, Overview of Central Sales Tax Act 1956 - Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax - Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT- GST Act 2017 and its usages.

**UNIT V CYBER LAWS, CONSUMER PROTECTION ACT & ETHICS**

**9 Hours**

Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR - Copy rights, Trade marks, Patent Act-Consumer Protection Act - Consumer rights, Procedures for Consumer grievances redressal, Types of Consumer Redressal Machineries and Forums- Competition Act 2002 - Ethical practices in business- Unethical Behaviour: Corruption, Bribe, Money Laundering- Whistle blowing.

**TOTAL: 45 HOURS**

**FURTHER READING:**

1. Draft contract, Caveat emptor
2. Forgery, Auditors Meeting

*Employability) Entrepreneurs LP*

**COURSE OUTCOMES:**

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

- CO1: Interpret the concepts of commercial law.
- CO2: Capable of handling the legal issues faced by the organizations.
- CO3: Deal with various government bodies on legal issues and practice the taxation structure followed in India.
- CO4: Establish companies that comply with relevant laws.
- CO5: Analyze the impact and demonstrate the awareness of ethical issues by law.

**REFERENCES:**

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2014.
2. P. K. Goel, Business Law for Managers, Biztantara Publishers, India, 2008.
3. Akhileshwar Pathak, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.
4. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
5. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
6. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.
7. Ramachandra, Chandrasekara, Chandrakant Kanakatte, Legal Aspects of Business, HPH, Tata McGraw Hill, 1<sup>st</sup> Edition, 2012.
8. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012
9. Ravinder Kumar- Legal Aspect of Business.- Cengage Learning, 2<sup>nd</sup> Edition-2011.
10. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
11. <http://www.cbcc.gov.in/htdocs-cbcc/gst>

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1704BA107

**MANAGERIAL COMMUNICATION I**

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**COURSE OBJECTIVES:**

1. To familiarize learners with the mechanics of listening.
2. To enable learners to speak and write in English precisely and effectively.

**UNIT I LISTENING & WRITING SKILLS**

**10 Hours**

An overview of listening, Barriers for listening, Effective listening, Academic listening, E- listening, Hearing and listening. Business letters, report preparation, Agenda, Minutes of the Meeting, E- Writing, Memorandums, Profile of the Institution, Letter of application, Resumes and Summarizing

**UNIT II VERBAL & NON VERBAL COMMUNICATION**

**10 Hours**

Interpersonal skills, Intrapersonal skills, Problem solving skills, Negotiation making skills, Motivating skills, Collaborating -Speaking - planning and audience awareness - persuasion- goals - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development strategies Importance of non-verbal communication - personal appearance - facial expressions- movement- posture - gestures - eye contact -voice - beliefs and customs- worldview and attitude.

**UNIT III GROUP/MASS COMMUNICATION**

**10 Hours**

Panel discussion, anchoring/master of ceremony, welcome address, proposing vote of thanks, introducing speakers, conducting meetings, making announcements, Just-a-minute (JAM), Block and tackle, spoof and conducting quiz.

**TOTAL: 30 HOURS**

**FURTHER READING:**

1. Cross Cultural Communication
2. Gender Sensitivity in Communication

*Employability/Skill Development*

**COURSE OUTCOMES:**


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

- CO1: Get into the habit of reading and writing regularly.
- CO2: Express themselves in different situations.
- CO3: Identify their area of strengths and weaknesses in speaking.
- CO4: Participate in discussions, debates and conferences.
- CO5: Conduct quiz and other events.

**REFERENCES:**

1. Rajendra Pal J.S. Korlahalli – Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
2. Lesikar R.V. & Flatley M.E., Basic Business Communication Skills for Empowering the Internet Generation, 10<sup>th</sup> Edition, Tata McGraw Hill Publishing Company Ltd., New Delhi.
3. Adair J, Effective Communication, 2003 Pan McMillan.
4. E. H. McGrath, S.J. 2012. Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi
5. Sehgal & Vandana Khetarpal, Business Communication, Excel Books, 2006
6. Management books
  - Robin sharma - The greatness guide
  - Steven Covey - 7 Habits of Effective people
  - Arindham Chaudhuri - Count your chickens before they hatch

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1702BA108

**SOFTWARE SKILLS LAB I**

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**COURSE OBJECTIVES:**

1. To have hands on experience on decision making models using SPSS.
2. To familiarize students on the features of Pivot Table.
3. To enable the students to use Pivot Table in the area of Business Analytics

**LIST OF EXPERIMENTS:**

1. Descriptive Statistics
2. Hypothesis - Parametric
3. Hypothesis - Non-parametric
4. Correlation & Regression
5. Forecasting
6. Extended experiment - 1

**ADVANCED EXCEL**

7. Understanding the Excel screen- Saving, opening, and closing workbooks
8. Formatting a Spreadsheet, Editing Features.
9. Using simple aggregate functions - Sum, Count, Average, Min, Max
10. Applying conditions in a formula (The IF function)
11. Charts- types of charts
12. Pivot tables & charts
13. Portfolio Selection
14. Risk Analysis & Sensitivity Analysis
15. Revenue Management

**TOTAL:60 HOURS**

**ADDITIONAL EXPERIMENTS:**

1. Factor Analysis
2. Canonical Correlation

*Skill Development*

**COURSE OUTCOMES:**

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

- CO1: Knowledge of spread sheets and data analysis software for business modeling.
- CO2: Capable of coding and defining variables.
- CO3: Capable of Grouping the Data for Business Analytics.
- CO4: Able to Sort and Filter the Data using Excel.
- CO5: Select portfolio with lesser risk.

**REFERENCES:**

1. Darren George & Paul Mallery, SPSS for Windows, 10<sup>th</sup> Edition, Pearson, 2011
2. David R. Anderson, et al, An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.
3. Carver and Nash, Doing Data analysis with SPSS version 16, Cengage learning, 2006.
4. David M. Levine et al, "Statistics for Managers using MS Excel" (6th Edition) Pearson, 2010
5. William J. Stevenson, Ceyhun Ozcgur, 'Introduction to Management Science with Spreadsheet', Tata McGraw Hill, 2009.
6. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.
7. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.
8. Excel 2010 Bible by John Walkenbach, John Wiley & Sons, 2010 Edition
9. David Whigham, Business Data Analysis Using Excel, Oxford University Press, 2009.
10. Curtis D. Frye, Microsoft Office Excel 2007 Step by Step, Microsoft Press, 2007.
11. Joyce Cox, "The 2007 Microsoft Office System Step by Step", Microsoft Press, 2007. Excel 2010 Bible by John Walkenbach, John Wiley & Sons, 2010 Edition

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1704BA109

**LIFE SKILLS I**

L T P C  
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**COURSE OBJECTIVES:**

1. To ensure students are able to handle day to day issues professionally.
2. To help them to understand diverse behavior of people and deal them appropriately.
3. To enable the students to cope up with change and guide them to lead a team with their unique leadership skills.

**UNIT I**

**10 HOURS**

Career planning and Goal setting exercises -Overcoming Hesitation and Fear -Verbal skill (Subject, Verb & Agreement, Tenses, Articles and prepositions) - Art of conversation.

**UNIT II**

**10 HOURS**

Strategic Thinking Skills – Time Management – Group Discussion & Debate – Extempore – Role Playing – Psychometric Test on Communication – Decision Making Skills.

**UNIT II**

**10 HOURS**

Industry Expectations & Career Opportunities – Situational Conversation – Management Games  
Employability skills – skill vs skill set – Talent.

*Employability/Skill Development*

**TOTAL: 30 HOURS**

**COURSE OUTCOMES:**

- On the successful completion of the course, students will be able to
- CO1: Understand how to communicate professionally.
  - CO2: Apply the knowledge of case studies to solve day to day issues.
  - CO3: Understand people's conduct and adopt appropriate decision making techniques.

**REFERENCES:**

1. Fred Luthans, Organizational Behavior, McGraw Hill, 12th Edition, 2011.
2. K. Aswathappa, Organizational Behavior, 10th edition, Himalaya Publishing House, 2012
3. You Can Win – Shiv Khera
4. Steven Covey - 7 Habits of Effective people 67.
5. Arindham Chaudhuri - Count your chickens before they hatch

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SEMESTER II

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OPERATIONS MANAGEMENT

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Course Objectives:

1. To implement the Operations terminology and concepts in production area.
2. To integrate the factors influencing the product design and process system to improve the productivity.
3. To select the best scheduling techniques and inventory techniques to enhance the quality.

Unit I INTRODUCTION TO OPERATIONS MANAGEMENT 9 Hours

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – role - building operations strategy on competitive priorities and elements.

Unit II FORECASTING, CAPACITY AND FACILITY DESIGN 9 Hours

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of MRP, MRP II and ERP.

Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

Unit III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 9 Hours

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity.

Unit IV QUALITY AND MATERIALS MANAGEMENT 9 Hours

Quality Management- Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques- Concepts of Quality circle, Japanese 5S principles and 8D methodology. Materials Management – Purchasing – Supply Chain Management- Vendor rating and Value Analysis- Stores Management – Inventory – Overview of JIT.

Unit V SCHEDULING AND PROJECT MANAGEMENT 9 Hours

Project Management – Scheduling Techniques, PERT, CPM; Work centers – nature, importance; Priority rules and techniques, Johnson’s Algorithm – Gantt charts; personnel scheduling in services.

Total: 45 Hours

Further Reading:

1. Strategic Operations Management

2. Service Operations: Planning and Scheduling

*Employability/Entrepreneurship*

Course Outcomes:

After completion of the course, Student will be able to

1. Interpret the concepts of operation strategy for managing the operations.
2. Predict the issues involved and tasks to be performed for production planning.
3. Identify the best way of process planning and to select the best location for production.
4. Apply the suitable inventory techniques for improve the quality.
5. Apply the various scheduling techniques for completing the task within the time.

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**Course Objectives:**

1. To enable the students to summarize the concepts of Financial Management
2. To explain the various techniques of Capital Budgeting, Working Capital Management and Dividends
3. To comprehend the techniques of decisions related to finance functions

**Unit I FOUNDATIONS OF FINANCIAL MANAGEMENT 9 Hours**

Introduction to Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.

**Unit II INVESTMENT DECISIONS 9 Hours**

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital.

**Unit III FINANCING AND DIVIDEND DECISION 9 Hours**

Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend decision- Issues in dividend decisions, Importance, Walter's Model, Gordon's model and MM model – Factors determining dividend policy – Types of dividend policies – forms of dividend.

**Unit IV WORKING CAPITAL MANAGEMENT 9 Hours**

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management - Inventory management – Cash management - Working capital finance : Trade credit, Bank finance and Commercial paper.

**Unit V LONG TERM SOURCES OF FINANCE 9 Hours**

Indian capital and stock market, New issues market Long term finance: Shares, Debentures and Term loans, Lease, Hire Purchase, Venture capital financing, Private Equity

**Total: 45 Hours****Further Reading:**

1. Real and Nominal Interest Rate, Project selection under Capital Rationing
2. Term Structure of Interest Rate, Share Split, GWC vs. NWC *Employability*

**Course Outcomes:**

After completion of the course, Student will be able to

1. Infer the applications of option in financial management and possess the techniques of managing finance in an organization
2. Distinguish the capital budgeting techniques and project cash flows
3. Estimates the capital structure and dividend policy for optimal risk return trade-off
4. Interpret the working capital policies to improve liquidity
5. Explain the merits of leasing over borrowing to purchase assets

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**Course Objectives:**

1. To gain insight on the impact of marketing environment on the marketing strategies adopted by the business organizations.
2. To provide understanding about STP (Segmentation, Targeting, Positioning) in marketing and give an comprehensive view about the individual buyer behavior
3. To give detailed insight into the 4Ps of Marketing.

**Unit I INTRODUCTION****9 Hours**

Marketing – Definitions - Conceptual frame work – Marketing environment: Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

**Unit II MARKETING STRATEGY****9 Hours**

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing - Market Segmentation – Targeting and Positioning- Services marketing – Competitor analysis.

**Unit III MARKETING MIX DECISIONS****9 Hours**

Product planning and development – Product life cycle – New Product Development and Management – Channel Management – Advertising and Sales Promotions – Pricing Objectives, Policies and methods.

**Unit IV BUYER BEHAVIOUR****9 Hours**

Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer Relationships Management – Customer acquisition, Retaining, Defection

**Unit V MARKETING RESEARCH & TRENDS IN MARKETING****9 Hours**

Marketing Information System – Research Process – Concepts and applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research – Cause related marketing - Ethics in marketing –Online marketing trends

**Total: 45 Hours****Further Reading:**

1. Sensory Marketing, Green marketing, Brand identity prism
2. Organized Retailing, Marketing Communications through Social Media, International marketing. *Employability/Entrepreneurship*

**Course Outcomes:**

After completion of the course, Student will be able to

1. Understand the conceptual framework and marketing environment.
2. Identify the appropriate pricing strategy and price adjustments considering competition and other related factors.
3. Interpret the Product Life Cycle and promotional strategies.
4. Understand the marketing strategy and how it influences consumer behavior.
5. Apply marketing concept in research.

**References:**

1. Marketing 4.0 (Moving from traditional to digital) Philip Kotler, Hermawan Karatajaya, Iwan Setiawan- edition-2016.
2. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 16th Edition, 2015
3. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning — 2012
4. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition,2011.
5. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHil, First edition,2010

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**Course Objectives:**

1. To enable the students to understand the various HR functions in-depth.
2. To familiarize students with contemporary practices.
3. To enable the students to understand the challenges in domestic and IHRM

**Unit I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 8 Hours**

Evolution of human resource management – The importance of the human factor – Challenges – HR functions -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit – environment of HRM.

**Unit II THE CONCEPT OF BEST FIT EMPLOYEE 8 Hours**

Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.

**Unit III TRAINING AND EXECUTIVE DEVELOPMENT 10 Hours**

Types of training methods –purpose- benefits- resistance. Executive Development Programme – Common practices - Benefits – Self development – Knowledge management.

**Unit IV SUSTAINING EMPLOYEE INTEREST 9 Hours**

Compensation plan – Reward, remuneration, incentives and benefits – Career management – Development of mentor – Protégé relationships.

**Unit V PERFORMANCE EVALUATION AND IHRM 10 Hours**

Method of performance appraisal – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. Job evaluation, grievances – Causes – Implications – Redressal methods, perspectives and practices of IHRM.

**Total: 45 Hours****Further Reading:**

1. HRIS, Social networking, e-learning, Recent trends in compensation

2. Changing roles of HR during the transition from Local to Global

*Employability/Entrepreneurship*

**Course Outcomes:**

After completion of the course, Student will be able to

1. Design policies and methods for all HR sub-functions.
2. Deal with multi-cultural workforce.
3. Forecast human resource requirement.
4. Apply techniques in recruitment, career management and compensation planning.
5. Identify and explain how to best implement a performance management system.

**References:**

1. Anne-Wil Harzing, Ashly Pinnington, Human Resource Management, Sage Publication 4<sup>th</sup> edition 2017.
2. Dessler & Varkkey, Human Resource Management, 14th edition, Pearson Education Limited, 2016
3. K.Asathappa, Human Resource and Personnel Management- Text & Cases, Tata Mc Graw Hill, 2013
4. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
5. Ivancevich, Human Resource Management, McGraw Hill 2012
6. Bernadin, Human Resource Management, Tata McGraw Hill, 8th edition 2012
7. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012.

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**Course Objectives:**

1. Provide students with an understanding and utility of various Management Information Systems in the functional areas of management.
2. Familiarize the students with intricacies of Enterprise Resource Planning and dimensions of e-commerce.
3. Enable the students to gain an understanding about how Information Systems are developed and implemented

**Unit I INTRODUCTION****10 Hours**

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

**Unit II SYSTEM ANALYSIS AND DESIGN****10 Hours**

Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.

**Unit III DATABASE MANAGEMENT SYSTEMS****9 Hours**

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

**Unit IV SECURITY, CONTROL AND REPORTING****8 Hours**

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

**Unit V NEW IT INITIATIVES****8 Hours**

Role of information management in ERP, SCMS, CRMS, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

**Total: 45 Hours****Further Reading:**

1. Cloud Computing, Business Intelligence
2. Various ERP Packages, Business model of Amazon.com, CMMI

*Employability***Course Outcomes:**

After completion of the course, Student will be able to

1. Construct data from various sources
2. Understand the system design
3. Give inputs to design a suitable Information System
4. Identify the vulnerability and threats of information management system
5. Understand the business intelligence, e-commerce and cloud computing

**References:**

1. James O Brien and George M. Marakas, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, July 2017
2. Jawadekar, Management Information Systems-A Global digital Enterprise perspective, TMH, July 2017.
3. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 14<sup>th</sup> edition in 5<sup>th</sup> march 2016
4. D.P. Goyal, Management Information system-Managerial perspective in 2014
5. Stephen Haag, Cummings and Mc Cubbrey, Management Information Systems for the

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**Course Objectives:**

1. To enable the students to have insight into basic linear programming.
2. To enable the students to understand operations research techniques in business operations.
3. To enable the students to become more analytical for solving real life problems.

**Unit I INTRODUCTION TO LINEAR PROGRAMMING (LP) 12 Hours**

Introduction to Applications of operations research in functional areas of management. Linear Programming-Formulation, Solution by Graphical and Simplex methods (Primal - Penalty, Two Phase), Dual simplex method. Principles of Duality.

**Unit II LINEAR PROGRAMMING EXTENSIONS 12 Hours**

Transportation Models - Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Solution by MODI. Assignment Models- Solution by Hungarian method- Travelling Salesman problem.

**Unit III NETWORKS AND INVENTORY MODELS 12 Hours**

Scheduling by PERT and CPM- Inventory Models- EOQ and EOQ Models (With and Without shortage), Quantity Discount Models.

**Unit IV GAME THEORY AND REPLACEMENT MODELS 12 Hours**

Game Theory- Two person Zero sum games- Saddle point, Dominance Rule, Methods of matrices, graphical and LP solutions. Replacement Models- Individuals replacement Models (With and without time value of money)- Group Replacement Models.

**Unit V QUEUING THEORY MODELS 12 Hours**

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. (M/M/1): ( $\infty$ /FCFS), (M/M/S): ( $\infty$ /FCFS), (M/M/1): (N/FCFS), (M/M/S):(N/FCFS)

**Total: 60 Hours****Further Reading:**

1. Sensitivity analysis, Transshipment problems.
2. Decision making under uncertainty, IPP.

*Employability***Course Outcomes:**

After completion of the course, Student will be able to

1. Formulate and solve linear programming problems, interpret such solutions to solve real life problems.
2. Apply transportation and assignment technique for optimization.
3. Use critical path analysis and programming evaluation production and review techniques by Inventory models for timely project scheduling and completion.
4. Apply the Game model and replacement model for enhancing operational efficiency.
5. Derive and calculate steady state system performance characteristics for Queuing Models.

**References:**

1. Hamdy A Taha, Introduction to Operations Research, Pearson, 9<sup>th</sup> Edition, 2014.
2. N. D Vohra, Quantitative Techniques in Management, Tata McGraw Hill, 2010.
3. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
4. G. Srinivasan, Operations Research – Principles and Applications, PHI, 2007
5. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.
6. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies

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**Course Objectives:**

1. To focus on scientific research and the methods of conducting scientific enquiry
2. To apply multivariate statistical tools in Business Research.
3. To generate Business Reports and present them to top management for decision making.

**Unit I INTRODUCTION****9 Hours**

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

**Unit II RESEARCH DESIGN AND MEASUREMENT****9 Hours**

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

**Unit III DATA COLLECTION****9 Hours**

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods.

**Unit IV DATA PREPARATION AND ANALYSIS****9 Hours**

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Application of statistical software for data analysis.

**Unit V REPORT DESIGN, WRITING & ETHICS IN BUSINESS RESEARCH****9 Hours**

Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – report format – title of the report – ethics in research.

**Total: 45 Hours****Further Reading:**

1. Post Facto Research
2. Subjectivity and Objectivity in research

*Employability/ Entrepreneurship***Course Outcomes:**

After completion of the course, Student will be able to

1. Interpret the concepts, types of research and problems while conducting the research.
2. Pursue research on a scientific basis and select appropriate research design.
3. Summarize the various data collection methods and sampling techniques.
4. Apply the collected data using appropriate statistical tools for interpretation of the data
5. Provide the research report adopting the right tools for enhancing the quality of presentation.

**References:**

1. Uma Sekaran and Roger Bougie, Research methods for Business, 7th Edition, Wiley India, New Delhi, 2016.
2. C.R.Kothari, Research Methodology, New age International Publisher Ltd., 2014

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**Course Objectives:**

1. To heighten the awareness of developing emotional intelligence that may influence the running of business.
2. To enable the students to manage their time effectively.

**Unit I INTRODUCTION TO PERSONALITY DEVELOPMENT 10 Hours**

Personality Development: Components of Personality, Models, Components of self concept, Key difference between self concept and self-Esteem, Discipline, Personal Confidence and Motivation.

**Unit II INTERPERSONAL SKILLS AND INTERVIEW SKILLS 10 Hours**

Develop Pleasing personality, Ethics, Personal Code of Ethics, Emotional Intelligence, Team building, Resume building, Types of Interview, Preparation for Interview.

**Unit III STRESS MANAGEMENT AND GROUP DISCUSSION 10 Hours**

Managing stress- Cause and Effect- Yoga and Meditation techniques- Leadership Skills, Thinking skills, Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques, Leadership and co-ordination.

**Total: 30 Hours****Further Reading:**

1. Public Speaking Skills
2. Motivational books

*Employability/ Skill Development***Course Outcomes:**

After completion of the course, Student will be able to

1. Enhance their personality and communicative skills
2. Develop interpersonal skills and Emotional Intelligence
3. Apply the interviewing skills during interview
4. Do Yoga and Meditation for managing stress
5. Participate in group discussion and can share their opinion to others

**References:**

1. Lesikar & Flatley et al. Business Communication ,Mc Graw Hill, 11<sup>th</sup> Edition, 2012
2. Wallance, Masters, Personality Development, Cengage Learning,2009
3. Abrams Business Plan in a Day, PHI Learning, 2009
4. Mohan, Developing Communication Skills, Macmillan,2010
5. Hurlock, Personality Development, Tata McGraw Hill,2010
6. Bhatti, The Dynamics of Personality, Pearson Education , 2010
7. Ramesh, Pattanshetti, Kulkarni, Business Communication, R.Chand Publishers, 2004
8. Allen Elkin, Stress Management, 1999

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**Course Objectives:**

1. To facilitate the student to perform Tally
2. To provide competence to the students in using Tally & TORA
3. To enable the students be proficient in applying TORA in Business Research for decision making

**List of Experiments:**

1. Introduction to accounting packages & Company creation
2. Creating, altering and displaying ledgers
3. Creating, altering and displaying vouchers
4. Inventory management
5. Interest Calculation
6. Report Generating in Tally
7. Extended experiments- 1
8. Linear Programming Problem
9. Extended experiments – 2
10. Transportation Problems
11. Extended experiments – 3
12. Assignment Problems
13. Networking Models
14. Queuing Theory
15. Inventory Models

**Total: 60 Hours****Additional Experiments:**

1. Invoice/Orders Entry, Order Processing *Bill Development*
2. PERT & CPM

**Course Outcomes:**

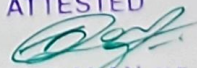
After completion of the course, Student will be able to

1. Create company and maintain accounts using Tally
2. Grouping the Data for Business Analytics
3. Apply Tally and TORA software for business modeling
4. Analyze the collected data using TORA
5. Predicted sales using forecast analysis

**References:**

1. Masuda Akter & Ganesh Chandra Ray, A Study of Transportation Problem and Network Analysis with TORA, Lambert Academic Publishing, 2016
2. Shraddha Singh & Navneet Mehra, Tally ERP 9 Power of Simplicity, , V&S Publishers, 2014
3. Kogent Learning Solutions Inc., "TALLY.ERP 9 in simple steps", New Delhi: Wiley, 2012.
4. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
5. Vikas Gupta, Comdex Computer and Financial Accounting with Tally 9, Dream tech Press, 2009
6. Simple Tally 9, Nadhani, BPB Publications, 2007

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**INTERNATIONAL BUSINESS MANAGEMENT**

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**PREREQUISITE :**

1. Marketing Management, Production Management
2. Financial Management, Human Resource Management

**COURSE OBJECTIVES:**

1. To enable the students to understand the fundamentals of International business.
2. To provide competence to the students on making International business decisions.
3. To enable the students to understand the financial and promotional assistance available for exporters.

**UNIT I INTRODUCTION**

**6 Hours**

International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.

**UNIT II INTERNATIONAL TRADE AND INVESTMENT**

**11 Hours**

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business –global trade and investment – theories of international trade and investment – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe.

**UNIT III INTERNATIONAL STRATEGIC MANAGEMENT**

**11 Hours**

Strategic Compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management-global entry strategy – advantages- organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

**UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS**

**11 Hours**

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development, pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

**UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT**

**6 Hours**

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

1. Impact of Internet on Globalization.
2. ~~Strategies and Structure of Multinational Company.~~

*Employability/Entrepreneurship*

**COURSE OUTCOMES:**

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

- CO1: Understand the factors causing globalization of business.
- CO2: Interpret how the WTO and Regional Trade blocks regulate the international business.
- CO3: Explain the suitable external market entry strategies and choose the right market mix.
- CO4: Understand the foreign exchange market and take appropriate measures for export promotion
- CO5: Predict the reason for conflicts and how to overcome the conflicts through negotiation.

**REFERENCES:**

1. John D. Daniels and Lee H. Radebaugh, International Business- Environment and Operations, Pearson Education Asia, 15<sup>th</sup> Edition, New Delhi, 2015.
2. Charles W.I. Hill and Arun Kumar Jain, International Business, 10<sup>th</sup> edition, Tata Mc Graw Hill, 2015
3. K Aswathappa, International Business, 4<sup>th</sup> edition, Tata Mc Graw Hill, 2010
4. Francis cherunilam, International Business, 4<sup>th</sup> Edition, PHI, 2009
5. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, 2006.
6. Michael R Crizankata Ilkka A Ronkarien and Michael H Moffet, International business, 8<sup>th</sup> Edition, Thomsan, Bangalore, 2005

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1702BA302

**STRATEGIC MANAGEMENT**

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**PREREQUISITE :**

Basic concepts of Management

**COURSE OBJECTIVES:**

- 1.To help the students to learn the process of strategic decision making
- 2.To develop the capability of evolving strategies in competitive environments
- 3.To enable the students to have insight in implementation and control of strategic policies

**UNIT I STRATEGY AND PROCESS**

**9 Hours**

Conceptual framework for strategic management, the Concept of Strategy- Strategic Management Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility.

**UNIT II COMPETITIVE ADVANTAGE**

**9 Hours**

External Analysis - Porter's Five Forces Model-Strategic Groups- Industry life cycle analysis-Global and National Environment - National Competitive advantage. Internal Analysis: Distinctive Competencies and Competitive advantage: Resources and Capabilities–Low cost and Differentiation- Generic Building Blocks of Competitive Advantage- Durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.

**UNIT III STRATEGIES**

**10 Hours**

Corporate level grand strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies –Integration Strategies- Diversification and Strategic Alliances- Restructuring the corporation- Business level generic strategies- Strategy in the Global Environment- Strategic analysis and choice - Corporate Portfolio Analysis - SWOT Analysis – Competitor analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Balanced Score Card.

**UNIT IV STRATEGY IMPLEMENTATION & EVALUATION**

**8 Hours**

Strategy implementation- Organizational structure- Implementation of Strategic change:-Politics, Power and Change-Strategic evaluation & control.

**UNIT V OTHER STRATEGIC ISSUES**

**9 Hours**

Strategic issues in Managing Technology and Innovation- Entrepreneurial Ventures and Small business- Strategic issues in Not-for-Profit organizations.

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

1. Winning Strategies and Mediocre Strategies.

2. Strategies of Leading Indian Companies.

*Employability/ Entrepreneurship*

**COURSE OUTCOMES:**

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

- CO1: Comprehend the strategic management process.
- CO2: Apply the porter's five force model in business
- CO3: Apply Mc Kinsey's 7S Framework to develop corporate strategies
- CO4: Design organization structure to match the strategy
- CO5: Demonstrate why the strategic management is important in public and non-profit organization.

**REFERENCES:**

1. Hill, Schilling and Jones, Strategic Management: An Integrated approach, 12<sup>th</sup> Edition, Cengage learning, 2017
2. John A. Pearce II & Robinson, Strategic Management, AITBS, 2014
3. Nitish Sengupta & JS Chandan, Strategic Management, Vikas Publication 2013
4. John A Parnell Strategic management, Theory and Practice, Sage publications, 2012
5. Fred R.David, Strategic Management: Concepts and Cases, 12<sup>th</sup> edition, PHI, 2010
6. Dess, Lumpkin, Eisner, Strategic Management, 3<sup>rd</sup> Edition, TMH, 2009
7. Azhar Kazmi, Strategic Management and Business Policy, 3<sup>rd</sup> Edition, Tata McGraw Hill, 2008
8. Jeyarathnam, Business Policy and Strategic Management, HPH, 2006
9. Subba Rao, Business Policy and Strategic Management, HPH, 2005
10. Wheelen & David hunger, Strategic Management and Business policy, Addison Wesley, 6<sup>th</sup> Edition, 1998

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1703BA007

**SECURITY ANALYSIS AND PORTFOLIO  
MANAGEMENT**

L T P C  
3 0 0 3

**PREREQUISITE :**

1. Accounting for Management
2. Financial Management

**COURSE OBJECTIVES:**

1. To explain the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors.
2. To classify the fundamental and technical analysis of the diverse investment avenues.
3. To compare the functioning of securities market alongside the theories and evaluate the concepts involved in portfolio management.

**UNIT I INVESTMENT SETTING**

**9 Hours**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

**UNIT II SECURITIES MARKET**

**9 Hours**

Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

**UNIT III FUNDAMENTAL ANALYSIS**

**9 Hours**

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

**UNIT IV TECHNICAL ANALYSIS**

**9 Hours**

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators –Efficient Market theory.

**UNIT V PORTFOLIO MANAGEMENT**

**9 Hours**

Portfolio analysis –Portfolio Selection –Capital Asset Pricing model - Markowitz Model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

1. Stock Exchange Web Site, International Stock Market Indices, Stages of Industry Life cycle
2. Practical Application of Technical Analysis. Efficient Frontier

*Employability/Entrepreneurship*

**COURSE OUTCOMES:**

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

- CO1: Infer the basic concepts of investment settings and alternatives.
- CO2: Explain the SEBI regulations in the trading system.
- CO3: Explain the stock investment decision.
- CO4: Interpreting the techniques involved in deciding upon purchase or sale of securities
- CO5: Summarize the portfolio evaluation and capital asset pricing model.

**REFERENCES:**

1. S. Kevin, Securities Analysis and Portfolio Management , PHI Learning , 2012.
2. V.K.Bhalla, Investment Management, S.Chand& Company Ltd., 2012.
3. Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
4. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
5. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.
6. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.
7. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2011.

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1703BA008

**MERCHANT BANKING AND FINANCIAL SERVICES**

L T P C  
3 0 0 3

**PREREQUISITE :**

Financial Management

**COURSE OBJECTIVES:**

1. To explain the basics of merchant banking and financial system.
2. To understand the issue management and regulatory framework governing the Financial Services.
3. To expose the procedures involved in handling Financial Services.

**UNIT I MERCHANT BANKING**

**9 Hours**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI

**UNIT II ISSUE MANAGEMENT**

**9 Hours**

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars – Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

**UNIT III OTHER FEE BASED SERVICES**

**9 Hours**

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

**UNIT IV FUND BASED FINANCIAL SERVICES**

**9 Hours**

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

**UNIT V OTHER FUND BASED FINANCIAL SERVICES**

**9 Hours**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Factoring and Forfeiting – Venture Capital.

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

1. Latest SEBI Amendments, Appointment of Intermediaries,
2. Active and Passive Portfolio, Accounting Procedures, DEMAT Account

*Employability/Entrepreneurship*

**COURSE OUTCOMES:**

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

- CO1: Know the necessity and importance of merchant banking and financial system
- CO2: Understand the core of issue management, post issue activities and NRI Marketing
- CO3: Understand the fee based financial services, credit rating and Mutual fund business valuation
- CO4: Recite the financial services, in leasing and hire purchasing.
- CO5: Identify the fund based financial services.

**REFERENCES:**

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. NaliniPravaTripathy, Financial Services, PHI Learning, 2011.
3. Sasidharan, Financial Services and System, TMH, New Delhi, 2nd Edition, 2011.
4. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
5. Hull, Risk Management and Financial Institutions, Pearson Education, 2009
6. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi.
7. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.

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1703BA010

**CORPORATE FINANCE**

L T P C  
3 0 0 3

**PREREQUISITE :**

1. Accounting for Management
2. Financial Management

**COURSE OBJECTIVES:**

1. To explain the nature of industrial finance and discuss the role of EXIM bank and commercial bank.
2. To understand the estimation of working capital and the appraisal methods in financial management.
3. To explain the financing, dividend decision and Corporate Social Responsibility.

**UNIT I INDUSTRIAL FINANCE**

**9 Hours**

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing - Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance – Finance from international sources, financing of exports – role of EXIM bank and commercial banks– Finance for rehabilitation of sick units.

**UNIT II SHORT TERM-WORKING CAPITAL FINANCE**

**9 Hours**

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

**UNIT III ADVANCED FINANCIAL MANAGEMENT**

**9 Hours**

Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Investment decision, Decision tree approach in investment decisions.

**UNIT IV FINANCING DECISION**

**9 Hours**

Simulation and financing decision - cash inadequacy and cash insolvency-determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment - financing and Dividend decisions.

**UNIT V CORPORATE GOVERNANCE**

**9 Hours**

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

Factors affecting dividend policy.

*Employability Entrepreneurship*

**COURSE OUTCOMES:**

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

- CO1: Recite the advantages and disadvantages of various sources of finance.
- CO2: Explain the public deposits and inter corporate investment.
- CO3: Explain the risk analysis by using discounted cash flow technique.
- CO4: Infer the inter dependence of investment and financing decision.
- CO5: Possess the good knowledge in Corporate Disasters and Ethics.

**REFERENCES:**

1. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12<sup>th</sup> Edition, 2012.
2. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9<sup>th</sup> Edition, 2011
3. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
4. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
5. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
6. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
7. Brealey & Myers, Principles of Corporate Finance, 6<sup>th</sup> Edition, TMH, 2000
8. Ross, Westerfield & Jordan, Fundamentals of Corporate Finance, T
9. Website of SEBI.

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1703BA013

**MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

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**PREREQUISITE :**

Human Resource Management

**COURSE OBJECTIVES:**

1. To understand the dimensions of managerial job
2. To enable the students to become effective managers.
3. To develop the winning urge among the students

**UNIT I DEFINING THE MANAGERIALJOB**

**8 Hours**

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behavior – Functional and level differences in Managerial Job behavior.

**UNIT II DESIGNING THE MANAGERIAL JOB**

**12 Hours**

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

**UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS**

**7 Hours**

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

**UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS**

**8 Hours**

Organizational Processes – Organizational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

**UNIT V DEVELOPING THE WINNING EDGE**

**10 Hours**

Organizational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

1. Time Management, Talent Management
2. Managerial Effectiveness in Government and Private Sector. Leadership Styles, Personality Attributes. *Employability/ Entrepreneurship*

**COURSE OUTCOMES:**

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

- CO1: Gain knowledge about appropriate style of managerial behavior.
- CO2: Analyze the issues of managerial jobs.
- CO3: Apply an appropriate style of managerial behavior and approach to manage people.
- CO4: Evaluate how effective delegation occurs in the organizational setting
- CO5: Apply winning attitude, competitive spirit and creativity for success.

**REFERENCES:**

1. R.M.Omkar, Personality Development and Career Management, S. Chand 1<sup>st</sup> edition,2008.
2. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint2008.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
4. Joe Tidd, John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3<sup>rd</sup> edition,2006.
5. Peter Drucker, Management, Harper Row, 2005.
6. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
7. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2000.
8. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra.

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1703BA016

**INDUSTRIAL RELATIONS AND  
LABOUR WELFARE**

L T P C  
3 0 0 3

**PREREQUISITE :**

Human Resource Management

**COURSE OBJECTIVES:**

1. To provide basic knowledge in industrial relations.
2. To enable the students to understand the various provisions of Trade Unions
3. To impart knowledge on the legislations related to the health, hazards and accidents.

**UNIT I INDUSTRIAL RELATIONS**

**7 Hours**

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct

**UNIT II INDUSTRIAL CONFLICTS**

**12 Hours**

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication

**UNIT III LABOUR WELFARE**

**8 Hours**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

**UNIT IV INDUSTRIAL SAFETY**

**9 Hours**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

**UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR**

**9 Hours**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour – Social Assistance – Social Security – Implications

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

1. Industrial Relations in Government and Private Sector, Trade Union in Indian Scenario
2. Safety Measures, Paternity Benefit, Social Security Measures

**COURSE OUTCOMES:**

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

- CO1: Understand the relationship between Employee Relations and Industrial Relations
- CO2: Understand the reason for conflicts in organizational context.
- CO3: Understand the various welfare measures taken up by the organization for the betterment of workers
- CO4: Communicate the working conditions of workers and legal provisions related to the accidents and hazards.
- CO5: Apply the various provisions of social security measures in the organization.

**REFERENCES:**

1. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial Relations & Labour Laws. Tata McGraw Hill.2012
2. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
3. RatnaSen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2008.
4. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi,2007.
5. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
6. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007
7. P.R.N Sinha, Indubala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004.
8. RS Dwivedi, Human relation and Organisational behavior, Macmillan, 2003

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1704BA303

**SUMMER TRAINING**

L T P C  
0 0 2 1

**TRAINING OBJECTIVES:**

Summer Training – the training report along with the company certificate should be submitted within the two weeks of the reopening date of 3<sup>rd</sup> semester. The training report should be around 40 pages containing the details of the training undergone, the departments wherein he/she was trained with duration (Chronological diary) along with the type of managerial skills developed during the training. The training report should be sent to the Controller of Examinations by the HOD, before the last working day of the 3<sup>rd</sup> semester.

**TOTAL: 2 WEEKS**

**TRAINING OUTCOMES:**

On the successful completion of the training, students will be able to

CO1: Apply theoretical learning in practical situations by accomplishing the tasks assigned during the internship period.

CO2: Analyze the functioning of an organization and its processes.

CO3: Use their analytical and team skills practiced in the classroom to the workplace.

**EVALUATION SCHEME:**

Continuous Assessment	Marks
Review I	25
Review II	25
<b>Project Evaluation</b>	
Report	25
Internal Viva Voce	25
<b>Total</b>	<b>100</b>

*Skill Development*

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1703BA009

**INTERNATIONAL TRADE FINANCE**

L T P C  
3 0 0 3

**PREREQUISITE :**

1. Financial Management
2. International Business Management

**COURSE OBJECTIVES:**

1. To explain the basics and current trends in International trade.
2. To propose the export import finance and FOREX management.
3. To identify the documentation involved in international trade and export promotion schemes.

**UNIT I INTERNATIONAL TRADE** **9 Hours**

International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current trends in India - Barriers to International Trade – WTO – Indian EXIM Policy.

**UNIT II EXPORT AND IMPORT FINANCE** **9 Hours**

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc..) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

**UNIT III FOREX MANAGEMENT** **9 Hours**

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

**UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE** **9 Hours**

Export Trade Documents: Financial Documents – Bill of Exchange-Type-Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

**UNIT V EXPORT PROMOTION SCHEMES** **9 Hours**

Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts -Export Promotion – EPZ – EQU – SEZ and Export House.

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR:**

1. Challenges in International trade, Exchange rate regimes
2. Tax incentives foreign currency *Employability/Entrepreneurship*

**COURSE OUTCOMES:**

- After successful completion of the course, Student will be able to
- CO1: Explain the current trends & barriers to international trade in relation with WTO
  - CO2: Classify the pre shipment and post shipment finance in payment terms
  - CO3: Relate the forward, future and currency options using foreign exchange rate
  - CO4: Utilize the bill of exchange in financial documents
  - CO5: Connect the risk covering and official documents with transport documents
  - CO6: Illustrate the IT concession and marketing assistance in export promotion schemes

**REFERENCES:**

1. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 5th Edition, 2011.
3. Dr.A.Mustafa, Foreign Trade Finance and Documentation, University Science Press, New Delhi, 2010.
4. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.
5. T.Bhogal, A.Trivedi, International Trade Finance- A pragmatic Approach, Palgrave Macmillian, 2008.
6. Sharan, International Financial Management, 3<sup>rd</sup> Edition, PHI, 2005.
7. K Aswathappa, International Business, The McGraw-Hill , 3<sup>rd</sup> Edition.
8. Francis Cherunilam, International Business Text and cases, 3rd Edition, PHI, India
9. Website of Indian Government on EXIM policy.
10. Indian Institute of Banking & Finance, International Trade Finance, Taxmann, Edition 2017.

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1703BA014

**ENTREPRENEURSHIP DEVELOPMENT**

L T P C  
3 0 0 3

**PREREQUISITE :**

1. Principles of Management, Human Resource Management & Marketing Management.
2. Financial Management.

**COURSE OBJECTIVES:**

1. To develop entrepreneurial competence among the students.
2. To make the students understand business plan, launching of small business and management of small business.
3. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

**UNIT I ENTREPRENEURIAL COMPETENCE** **6 Hours**  
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneur – Knowledge and Skills of Entrepreneur.

**UNIT II ENTREPRENEURIAL ENVIRONMENT** **12 Hours**  
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Supporting Organizational Services - Central and State Government Industrial Policies and Regulations - International Business.

**UNIT III BUSINESS PLAN PREPARATION** **12 Hours**  
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital – Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

**UNIT IV LAUNCHING OF SMALL BUSINESS** **10 Hours**  
Finance and Human Resource Mobilization, Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups.

**UNIT V MANAGEMENT OF SMALL BUSINESS** **5 Hours**  
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of Small Business.

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR:**

1. Entrepreneurship process
2. SWOT, Importance of IPR in small business

**COURSE OUTCOMES:**

- After successful completion of the course, Student will be able to
- CO1: Explain the characteristics of successful entrepreneur using Entrepreneurship concept
  - CO2: Describe the Central and State Government industrial policies through business environment.
  - CO3: Use a best business idea by using appropriate methods to assess financial viability.
  - CO4: Estimate the budget for the project by effectively managing a small business.
  - CO5: Elaborate the process of product launch using the growth strategy.
  - CO6: Explain the management of small business by monitoring and evaluating the business.

**REFERENCES:**

1. Hisrich & Peters, Entrepreneurship, 10<sup>th</sup> Edition, McGraw Hill, New Delhi, 2017.
2. Arya Kumar. Entrepreneurship, 5<sup>th</sup> Edition, Pearson.2015.
3. Donald F Kuratko, T.V Rao, Entrepreneurship: A South Asian perspective. Cengage Learning. 2012.
4. Rajeev Roy, Entrepreneurship, Oxford University Press, 2008.
5. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.
6. David H. Holt, Entrepreneurship, PHI, 1999.
7. Entrepreneurship Development, Colombo Plan Staff College for Technician Education, 1998.
8. P.Saravanavel, Entrepreneurial Development, Ess Pee Kay Publishing House, Chennai-1997.

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Page | 3

1703BA015

**ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT**

L T P C  
3 0 0 3

**PREREQUISITE :**

1. Organisational Behavior
2. Managerial Behaviour and effectiveness

**COURSE OBJECTIVES:**

1. To arrange the organisational structure with essential elements to achieve the target.
2. To elaborate the various types of culture for make the employees to fit in the environment.
3. To develop the change management strategies based on the organizational life cycle to survive in the market.

**UNIT I**

**ORGANISATION & ITS ENVIRONMENT**

**8 Hours**

Organization – Need for existence — Organization theory – current challenges – Dimensions of organization– structural and contextual dimensions- Mintzberg's Organizational types - Organizational Effectiveness.

**UNIT II**

**ORGANISATIONAL DESIGN**

**12 Hours**

Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design

**UNIT III**

**ORGANISATIONAL CULTURE**

**9 Hours**

Culture – Strong and Weak Cultures –Interpreting Culture – Creating and Sustaining Culture - Organization Design and Culture -Culture and Strategy -Corporate culture and ethics in a global environment.

**UNIT IV**

**ORGANISATIONAL CHANGE**

**9 Hours**

Change – Forces driving the need for major Organizational Change– Elements for successful change- Types and forms of change – Evolutionary and Revolutionary change – Change process -Organization Development – HR functions and Strategic Change Management.

**UNIT V**

**ORGANISATION EVOLUTION AND SUSTENANCE**

**7 Hours**

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

1. Formal Culture, Unfreezing change.
2. Role of Change agents.

*Employability/Entrepreneurship*

**COURSE OUTCOMES:**

After successful completion of the course, Student will be able to

- CO1: Explain the concept of organizational effectiveness in terms of system approach.
- CO2: Outline the challenges in organizational design by means of differentiation with integration.
- CO3: Arrange the organizational structure using mechanistic and organic Structure.
- CO4: Relate the types of organizational cultures by using strong & weak culture.
- CO5: Illustrate the organizational development with strategic change management strategies.
- CO6: Develop a suitable decision Making model by rational model & Carnegie model.

**REFERENCES:**

1. Richard L. Daft, Understanding the theory & Design of Organisation, Cengage Learning Western, 11<sup>th</sup> edition 2012.
2. Robert A Paton, James McCalman, Change Management, A guide to effective implementation, Response Books, 2012.
3. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 7<sup>th</sup> edition 2012.
4. Thomson G. Cummings and Christopher G. Worley, Organisational Development and Change, Cengage learning, 9<sup>th</sup> edition, 2012.
5. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra, 2010.
6. Adrian Thom Hill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change - A Human Resource Strategy Approach, Wiley, 6<sup>th</sup> edition 2010.
7. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2000.
8. Hodge, Anthony & Gales, Organization theory, 6<sup>th</sup> edition, Prentice hall, 2003

**ATTESTED**  
*[Signature]*  
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