

2002BA101

**MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR**

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**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 thoughts – System approach to operational management- Social responsibility of managers- Ethics in management.

**UNIT II PLANNING, ORGANIZING, DIRECTING AND CONTROLLING**

9 Hours

Planning - Steps in Planning Process - Forecasting and types of Planning - Management by Objectives (MBO) -Decision Making Techniques. Organizing-Organizational Structure/ Design –Line and Staff Authority and Responsibility Relationships - Delegation of Authority and Decentralization–Motivation-Process of Controlling and types of control.

**UNIT III INDIVIDUAL BEHAVIOR**

9 Hours

Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality - Attitude.

**UNIT IV GROUP BEHAVIOR**

9 Hours

Groups, Stages of Group Development, Group Cohesiveness, Difference between groups and teams –Types of teams, Leadership–Styles, Approaches.

**UNIT V ORGANIZATIONAL CHANGE AND DEVELOPMENT**

9 Hours

Organizational Change Process and Organizational Development- Organizational Climate and Culture, Conflict: Stages of conflict and Management of conflict.

**Total: 45 Hours**

*Employability/Entrepreneurs Lip*

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

1. Demonstrate the different roles of managers normally exhibited in an organization.
2. Interpret the planning process and decision making techniques for effective management.
3. Discover the major personality attributes involved in individual behavior using Big five personality model.
4. Illustrate the stages of group development using Tuckman's model
5. Use various techniques in managing conflict in organization.

**REFERENCES:**

1. Harold Koontz and Heinz Weihrich, Essentials of management: An International, Innovation & Leadership, 11th edition, McGraw-Hill Education, 2020.
2. Andrew J. Dubrin, Essentials of Management, Wesser Press, 10<sup>th</sup> edition, 2016.
3. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 13th edition, 2013
4. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.
5. Stephen P. Robins, Timothy A. Judge, Neharika Vohra, Organizational Behavior, Pearson Education, 18<sup>th</sup> edition, 2018.
6. K. Aswathappa and G. Sudarsana Reddy, Organizational Behavior, 1<sup>st</sup> edition, Himalaya Publishing House, 2015.
7. Kavitha Singh, Organizational Behavior, Pearson, 2012.
8. Fred Luthans, Organizational Behavior, Mc Graw Hill, 12<sup>th</sup> edition, 2011.
9. Tripathi, Reddy, Principles of Management, Mc Graw Hill, 4<sup>th</sup> edition, 2011.

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2002BA102

**STATISTICS FOR MANAGEMENT**

L T P C  
3 2 0 4

**UNIT I INTRODUCTION**

**12 Hours**

Statistics – Definition, Types. Types of variables – Organizing 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.

*Employability/Entrepreneurship* **Total: 60 Hours**

**COURSE OUTCOMES:**

After completion of the course, Student will be able to 9

1. Relate the collected information using descriptive and inferential statistics to interpret the collected data.
2. Apply the sampling theory in accounting and auditing from business point of view.
3. Use univariate and bivariate statistical tools for analysis of collected data.
4. Apply non-parametric test for drawing meaningful conclusions.
5. Apply correlation and simulation techniques for business decision making.

**REFERENCES:**

1. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 13<sup>th</sup> edition, Cengage Publication 2019.
2. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
3. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
5. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7<sup>th</sup> Edition, Pearson, 2011.
6. Anand Sharma, Statistics for Management, HPH, 2<sup>nd</sup> Edition, 2008
7. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.

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2002BA103

**MANAGERIAL ECONOMICS**

L T P C  
3 0 0 3

**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 BEHAVIOR – MICRO ECONOMICS**

**9 Hours**

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behavior – Approaches to consumer behavior – 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, Labor 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.

*Employability / Entrepreneurship* Total: **45 Hours**


**COURSE OUTCOMES:**

After completion of the course, Student will be able to

1. Analyze the economic environment for creating a favorable impact on business entities.
2. Make use of the economical concepts in day to day running of business.
3. Utilize the economic knowledge gained for developing strategies.
4. Measure the circular flow of macroeconomic activity.
5. Apply the role of money, its causes and consequences in the economic situation.

**REFERENCES:**

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 20<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2018
2. Richard Lipsey and Alec Chrystal, Economics, 12<sup>th</sup> edition, Oxford, University Press, New Delhi, 2015.
3. Karl E. Case and Ray C. Fair, Principles of Economics, 12<sup>th</sup> edition, Pearson, Education Asia, New Delhi, 2017.
4. William Boyes and Michael Melvin, Economics, Biztantra, 2016
5. John Sloman, Economics, 9<sup>th</sup> Edition, PHI, 2015
6. D N Dwivedi, Managerial Economics, Vikas Publishing House, 8<sup>th</sup> edition, 2015
7. Managerial Economics, Dr. Rajeev Jadhav, Dr. Abhijit Gajghate, Sai Jyothi Publication, 2013
8. Mankiw, Economics Principles and Applications, 11<sup>th</sup> India Edition, Cengage learning, 2011

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2002BA104

ACCOUNTING FOR DECISION MAKING

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**UNIT I FINANCIAL ACCOUNTING**

12 Hours

Introduction to International Financial Reporting Standards- Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Double entry System-Preparation of Journal, Ledger, Trial balance-Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet - Reading the financial statements

**UNIT II ANALYSIS OF FINANCIAL STATEMENTS**

12 Hours

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

**UNIT III 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, Target Costing.

**UNIT IV MARGINAL COSTING**

12 Hours

Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -Expand or contract.

**UNIT V BUDGETING AND VARIANCE ANALYSIS**

12 Hours

Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – Overhead costing -Accounting standards and accounting disclosure practices in India.

*Employability (44) Entrepreneurship* Total: 60 Hours

**COURSE OUTCOMES:**


After completion of the course, Student will be able to

1. Capable of analyzing and interpretation of income statement and Balance sheet.
2. Ability to apply appropriate financial analysis tool to make effective financial decisions.
3. Discuss the various effective cost techniques involved in organization
4. Describe the concept of breakeven analysis in business
5. Capable of applying budgetary control and variance analysis as a controlling technique.

**REFERENCES:**

1. M.Y.Khan & P.K.Jain, Management Accounting-Text, Problems and Cases, 7<sup>th</sup> Ed., Mc Graw Hill, 2017
2. M.Y.Khan & P.K.Jain, Financial Management -Text, Problems and Cases, 8<sup>th</sup> Ed., Mc Graw Hill, 2018
3. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.
4. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
5. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15<sup>th</sup> edition, Tata McGraw Hill Publishers, 2010.
6. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
7. M.P.Pandikumar, Management Accounting, Excel Books India, 2009
8. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009
9. S.N.Maheswari & S.K.Maheshwari, An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd., New Delhi, 2007
10. Harrison & Horngren, Financial Accounting, 4<sup>th</sup> Edition, Prentice hall, 2001

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2002BA105

LEGAL ASPECTS OF BUSINESS

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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 AND COMPETITION ACT

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. **Competition Act 2002** - Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

UNIT III INDUSTRIAL LAW (REVISED/LATEST)

9 Hours

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

UNIT IV CORPORATE TAX AND GST

9 Hours

Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge.

UNIT V CYBER LAWS AND CONSUMER PROTECTION ACT

9 Hours

Cybercrimes, 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.

*Employability/Entrepreneurship* **Total: 45 Hours**


COURSE OUTCOMES:

After completion of the course, Student will be able to

1. Interpret the essential elements of contract
2. Prepare a memorandum and articles of association for the organizations.
3. Demonstrate the factories act and Industrial dispute act for effective administration
4. Calculate GST with latest amendments for the business
5. Demonstrate how to file a patent and copy right to protect the intellectual property rights

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, 1st Edition, 2012.
8. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012
9. Ravinder Kumar- Legal Aspect of Business.- Cengage Learning, 2nd 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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2002BA106

**INFORMATION MANAGEMENT**

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**UNIT I INTRODUCTION 9 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 9 Hours**  
Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.

**UNIT III DATA BASE MANAGEMENT SYSTEMS 9 Hours**  
DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

**UNIT IV INTEGRATED SYSTEMS, SECURITY AND CONTROL 9 Hours**  
Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.

**UNIT V NEW IT INITIATIVES 9 Hours**  
Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing

**Total: 45 Hours**

*Employability*

**COURSE OUTCOMES:**

- After completion of the course, Student will be able to
1. Illustrate the basics of data and information system.
  2. Demonstrate the system analysis, design and its types
  3. Employ database management system and its types.
  4. Interpret the various technologies in information system and its security in disaster management.
  5. Demonstrate the applications of deep learning, big data and pervasive computing in business.

**REFERENCES:**

1. Seema Shokeen, Suman Mann, Pooja Singh, Information Management System, I K International Publishing House, 2020
2. Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15<sup>th</sup> edition, 2018.
3. James O'Brien and Ramesh Behl, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2017
4. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013
5. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
6. Ralph Stair and George Reynolds, Information Systems, Cengage Learning, 10th Edition, 2012
7. Gordon Davis, Management Information System: Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21<sup>st</sup> Reprint 2008.
8. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organizations in the Digital Economy, John Wiley, 6th Edition, 2008.
9. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.

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2002BA107

**BUSINESS COMMUNICATION**

L T P C  
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**UNIT I INTRODUCTION TO BUSINESS COMMUNICATION**

12 Hours

Introduction to Business Communication: Principles of effective communication, Target group profile, Barriers of Communication, Reading Skills, Listening, Feedback- Principles of Nonverbal Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech. - Group communication: Meetings, group discussions. - Other Aspects of Communication: Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.

**UNIT II BUSINESS COMMUNICATION WRITING MODELS AND TOOLS**

12 Hours

Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV, job application letters, proposals. Internal communication through - notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes

**UNIT III WORK PLACE COMMUNICATION**

12 Hours

E-mails, minutes, proposals, memorandums, presentations, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, and strategies for writing.

**UNIT IV INTERVIEWING SKILLS**

12 Hours

Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, Tele-meeting.

**UNIT V REPORT WRITING**

12 Hours

Objectives of report, types of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.

*Employability / Skill Development*

60 Hours

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- 1.Practice the habit of reading and writing regularly.
- 2.Express themselves in different situations.
- 3.Show their area of strengths and weaknesses in speaking.
- 4.Participate in discussions, debates, quiz and conferences.
- 5.Speak confidently with any speakers of English, including native speakers.

**REFERENCES:**

1. R. C. Sharma , Krishna Mohan ,Business Correspondence & Report Writing , Tata McGraw Hill, 5th Edition,2017
  2. Excellence in Business Communication by Thill, J. V. & Bovee, G. L, McGraw Hill, New York.
  3. C. S. Rayadu , Communication by, HPH,2015
  4. Meenakshi Raman, Prakash Singh ,Business Communication by, Oxford, 2nd edition,2012
  5. Adair J , Effective Communication. , Pan Macmillan, 2009
  6. 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., NewDelhi, 2005
  7. Malcolm Goodale , Developing Communication Skills, 2nd Edition Professional Presentations, Cambridge University Press, 2005
  8. Rajendra Pal J.S. Korlahalli – Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2004
  9. Ludlow R , Panton ,The Essence of Effective Communications , Prentice Hall of India Pvt. Ltd. 2,1995
- www.businesscommunicationsskills.com  
www.kcittraining.com  
www.mindtools.com  
www.businesscommunication.org

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2002BA108


**COMPUTER APPLICATIONS FOR BUSINESS**

L T P C  
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**LIST OF EXPERIMENTS:**

**EXPT. MS Word  
NO.**

- 1 Introduction to MS Word**
  - a. Opening, Saving and Editing Documents
  - b. Saving documents in various formats like PDF
  - c. Menu, Toolbar and Navigations
- 2 Working with Documents**
  - a. Working with formatting documents like indents, alignment, bold, italic, underline and fonts, font colour, font style, word arts
  - b. Working with tables, table design, table formatting
  - c. Working with page design, watermark, inserting pictures
  - d. Working with margins, page layout, orientations, splitting a page into columns and printing options
  - e. Report generation
- MS Excel**
- 3 Data Editing & Formula:**
  - a. Toolbar & Navigations
  - b. Entering & Deleting Data, Cut, Copy, Paste,
  - c. Undo, Redo, Filling Continuous rows, columns, highlighting values, Find, Search & replace, Inserting Data
  - d. Insert Cells, Column, rows & sheets, Symbols, Data from external files, Frames, Clipart,
  - e. Pictures, Files etc, Inserting Functions, Manual break
  - f. finding total in a column or row, Mathematical operations (Addition, Subtraction, Multiplication, Division, Exponentiation),
  - g. Using other Formulae (Using simple aggregate functions - Sum, Count, Average, Min, Max)
  - h. Calculation of Various Financial Functions
  - i. Application of IF statements
- 4 Formatting Spreadsheet:**
  - a. Labeling columns & rows, Formatting- Cell, row, column & Sheet, Category - Alignment, Font, Border & Shading, Hiding/ Locking Cells
  - b. Formatting layout for Graphics, Clipart etc., Worksheet Row & Column Headers
  - c. Row height & Column width, Visibility - Row, Column, Sheet, Security, Sheet Formatting & style, Sheet background, Colour etc, Borders & Shading
- 5 Graphs & Charts: Types of Charts and Graphs**
- 6 Application of Pivot table and Charts using Excel**
- 7 Application of Bivariate Analysis using Excel**
- 8 Application of Frequency Distribution in Excel**
- 9 Application of Chi-Sq. test in Excel**
- MS PowerPoint**
- 10 Creating a Presentation and Formatting:**
  - a. Toolbar & Navigations
  - b. Introduction to Slides, Usage of Templates,
- 11 Adding Style:**
  - a. Setting Presentation style, Adding text to the Presentation
  - b. Colour, gradient fills, arranging objects, Adding Header & Footer, Slide Background, Slide layout & Notes on Slides
- 12 Adding Graphics:**
  - a. Adding Graphics to the Presentation- Inserting pictures, movies, tables etc into presentation, Adding sections between slides
  - b. Drawing Pictures using Draw
- 13 Adding Effects:**
  - a. Setting Animation, animation duration
  - b. Transition effect.
- 14 Printing:**
  - a. Choosing the printer, Print as PDF

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b. Printing Handouts, Generating Standalone Presentation viewer

15 Using Hyperlinks in presentation

- a. Hyperlink within the presentation
- b. Hyperlink across applications and webpages

Total : 60 hours

*Employability / Entrepreneurship / Skill Development.*

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1: Generate business reports using MS Word
- CO2: Format the data using MS Excel
- CO3: Apply bivariate analysis using MS Excel
- CO4: Present innovatively using MS PowerPoint
- CO5: Present the concepts using PowerPoint effectively

**REFERENCES:**

1. Sandra Cable, Steven M. Freund, Ellen Monk, Susan L. Sebok, Joy L. Starks, and Misty E. Vermaat, Microsoft Office 365 & Office 2019 Introductory, Cengage Learning, 2019
2. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.
3. David M. Levine et al, "Statistics for Managers using MS Excel" (6th Edition) Pearson, 2010
4. Excel 2010 Bible by John Walkenbach, John Wiley & Sons, 2010 Edition
5. David Whigham, Business Data Analysis Using Excel, Oxford University Press, 2009.
6. William J. Stevenson, CeyhunOzgur, „Introduction to Management Science with Spreadsheet", Tata McGraw Hill, 2009.
7. Frequency Distribution in Excel: <https://www.youtube.com/watch?v=Giewd9yH4q0>
8. Bivariate Analysis in Excel: [https://www.youtube.com/watch?v=Uml6d\\_47Q4M](https://www.youtube.com/watch?v=Uml6d_47Q4M)
9. ChiSq Analysis in Excel: [https://www.youtube.com/watch?v=P5z\\_ofJS9zM](https://www.youtube.com/watch?v=P5z_ofJS9zM)

**List of Software and Computers Required**

MS Office

Computers-(i3 Processor)-60

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2002BA109

**LIFE SKILLS I**

L T P C  
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**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 III**

**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:**

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

**REFERENCES:**

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

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2002BA201

**OPERATIONS MANAGEMENT**

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**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 sales and operations planning. 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 and Methods to improve 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; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor planning and control; Johnson's Algorithm – Gantt charts; personnel scheduling in services.

**Total: 45 Hours**

*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. Construct the forecasting method to measure the demand and design plant layout in best location
3. Demonstrate the factors influencing product design and methods to improve the productivity
4. Interpret the contributions towards the quality management
5. Apply the various scheduling techniques for completing the task within the time

**REFERENCES:**

1. Pannerselvam R, Production and Operations Management, PrenticeHall India, Third Edition, 2012.
2. Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwarsh, Rashmi Urdhwarsh, Total Quality Management, Revised Third edition, Pearson Education, 2011.
3. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12<sup>th</sup> Edition, 2010.
4. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2010
5. William J Stevenson, Operations Management, Tata McGraw Hill, 9<sup>th</sup> Edition, 2009.
6. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008
7. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007
8. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.

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2002BA202

**FINANCIAL MANAGEMENT**

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

Introduction to finance- 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 two asset portfolios.

**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

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

Concept and measurement of cost of capital - Specific cost and overall cost of capital - Leverages - Operating and Financial leverage – measurement of leverages– Combined leverage, EBIT – EPS Analysis. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend decision- Issues in dividend decisions, 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**

*Employability / Entrepreneurship*

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

1. Demonstrate the concept of risk and return in single asset and two asset portfolios.
2. Compute payback method and accounting rate of return to make investment decisions
3. Illustrate appropriate Capital Structure and Dividend Policy for optimal risk return trade-off.
4. Solve different Working Capital policies to improve liquidity.
5. Interpret the volatility of stock market

**REFERENCES:**

1. Prasanna Chandra, Financial Management, 10<sup>th</sup> edition, Tata McGraw Hill, 2019.
2. I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2015.
3. Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory & Practice, 13<sup>th</sup> Edition, Cengage Learning, 2015
4. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
5. George Foster, Financial Statement Analysis, Second Edition, Pearson, 2012
6. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011
8. Sudhindra Bhat, Financial Management- Principles and Practice, 2nd Edition, Excel Books, 2008.

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2002BA203

**MARKETING MANAGEMENT**

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**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 – Consumer Behaviour – Retail research – Cause related marketing - Ethics in marketing –Online marketing trends-Social media and digital marketing.

*Employability/ Entrepreneurship*

**Total: 45 Hours**

**Course Outcomes:**

After completion of the course, Student will be able to

1. Interpret the marketing interface with other functional areas.
2. Illustrate the marketing strategy formulation process using a flow chart.
3. Demonstrate the impact of Product life cycle in business using real time examples.
4. Relate the buyer behavior with purchase decision using buyer behavior model.
5. Employ the marketing concepts in consumer research.

**REFERENCES:**

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 16th Edition, 2015
2. KS Chandrasekar, "Marketing management-Text and Cases", Tata Mc Graw Hill-Vijaynicole, First edition,2010
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition, 2011.
4. Lamb, Hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning – 2012
5. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.
6. Duglas,J. Darymple, Marketing Management, John Wiley & Sons, 2008.
7. Kerin, Hartley, Berkowitz, Rudelius, Marketing, 8th Edition, McGraw Hill, 2007.
8. Boyd Walker, Marketing Management, McGraw Hill, 2002
9. <https://www.wordstream.com/social-media-marketing>
10. <https://www.disruptiveadvertising.com/marketing/digital-marketing/>

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2002BA204

**HUMAN RESOURCE MANAGEMENT**

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**UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 9 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 9 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 9 Hours**

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

**UNIT IV EMPLOYEE ENGAGEMENT 9 Hours**

Compensation plan – Reward, remuneration, incentives and benefits – Career management – Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.

**UNIT V PERFORMANCE EVALUATION 9 Hours**

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

**Total: 45 Hours**

*Employability/Entrepreneurship*

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

1. Illustrate the importance of human resource and their effective management in Organization.
2. Demonstrate the procedures and practices using recruitment and selection.
3. Interpret how to implement the successful training program using types of training methods.
4. Prepare the employee benefit packages with compensation plans.
5. Practice the activities involved in Performance Appraisal by discussing challenges and implications in grievance redressal methods.

**REFERENCES:**

1. Dessler & Varkkey, Human Resource Management, 14th edition, Pearson Education Limited, 2016
2. Bernadin, Human Resource Management, Tata McGraw Hill, 8th edition 2012.
3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
4. Ivancevich, Human Resource Management, McGraw Hill 2012
5. K.Aswathappa, Human Resource and Personnel Management- Text & Cases, Tata Mc Graw Hill, 2012
6. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012.
7. Decenzo and Robbins, Human Resource Management, Wiley, 8<sup>th</sup> Edition, 2007.
8. Biswajeet Pattanayak, Human Resource Management, PHI, Third Edition, 2005.

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2002BA205

**APPLIED OPERATIONS RESEARCH**

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**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), Special cases. Dual simplex method. Principles of Duality.

**UNIT II LINEAR PROGRAMMING EXTENSIONS 12 Hours**

Transportation Models (Minimizing and Maximizing Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimizing and Maximizing Problems) – Balanced and Unbalanced Problems. Travelling Salesman problem.

**UNIT III NETWORK MODELS AND GAME THEORY 12 Hours**

Network Construction – Critical Path Method – Project Evaluation and Review Technique – Resource analysis in Network - Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions

**UNIT IV REPLACEMENT MODELS AND JOB SEQUENCING 12 Hours**

Replacement of items that Deteriorate with Time – Value of Money Changing with Time – Not Changing with Time – Optimum Replacement Policy – Individual and Group Replacement. Sequencing Problem – Assumptions – Processing of „n“ Jobs in 2 Machines “n“ Jobs with „m“ Machines.

**UNIT V QUEUEING MODELS 12 Hours**

Characteristics of Queuing Models- Little's formula - Single and multiple server queuing models: (M / M / 1) : (FIFO / ∞ / ∞), (M / M / C) : (FIFO / ∞ / ∞)- Queues with finite waiting rooms- (M / M / 1) : (FIFO / N / ∞), (M / M / C) : (FIFO / N / ∞).

**Total: 60 Hours**

*Employability/ Entrepreneurship*


**COURSE OUTCOMES:**

After completion of the course, Student will be able to

1. Describe the theoretical workings of the graphical and simplex method and formulate real-world problems as a linear programming model and
2. Examine the solution of some real life problems using optimization techniques such as Transportation, Assignment, Transshipment, Crew Assignment models.
3. Implement the techniques of network scheduling to minimize the project duration and discuss the solution techniques of Game theory.
4. Propose the best time of replacement of equipment and sequence the jobs to minimize the working time.
5. Utilize the queuing models to minimize the time of service in a queuing system

**REFERENCES:**

1. Hamdy A Taha, Introduction to Operations Research, Pearson, 9<sup>th</sup> Edition, 2014.
2. Kanti Swarup, Gupta, P.K., & Man Mohan, "Operations Research", Sultan Chand & Sons, New Delhi, 16th edition, 2012.
3. Sharma, J. K. "Operations Research Theory and Applications", Macmillan India .3rd edition 2009
4. Pancerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
5. G. Srinivasan, Operations Research – Principles and Applications, PHI, 2007
6. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.
7. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata McGraw Hill, 2005.

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2002BA206

**BUSINESS RESEARCH METHODS**

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**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**

*Employability/ Entrepreneurship*

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

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

**REFERENCES:**

1. Adrian Thornhill, Philip Lewis, Mark N. K. Saunders, Research Methods For Business Students, PEARSON, 2019.
2. Uma Sekaran and Roger Bougie, Research methods for Business, 7th Edition, Wiley India, New Delhi, 2016.
3. HK Dangi, Shruti Dewen, Business Research Methods, Cengage Learning, 2016
4. Mark N.K. Saunders, Philip Lewis, Adrian Thornhill, Research Methods for Business Students, Pearson; 7 edition, 2015.
5. C.R.Kothari, Research Methodology, New age International Publisher Ltd., 2014
6. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
7. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
8. Zikmund, Babin, Carr, Adhikari, Griffin, Business Research Methods – A South Asian Perspective, Cengage Learning, 2012.
9. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
10. Naval Bajpai, Business Research Methods, Pearson, 2011.

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2002BA207

**DATA ANALYSIS AND BUSINESS MODELLING**

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**LIST OF EXPERIMENTS:**

1. **Descriptive Statistics**
  - a. Frequency
  - b. descriptive distribution,
2. **Hypothesis – Parametric**
  - a. One-way ANOVA,
  - b. One Sample t-Test,
  - c. Independent Sample t-Test,
  - d. Paired Sample t-Test
3. **Hypothesis – Non-parametric**
  - a. Chi Square Test,
  - b. Mann Whitney U-Test,
  - c. Wilcoxon Signed Rank Test,
  - d. Kruskal Wallis Test
4. **Correlation & Regression**
  - a. Correlation
  - b. Regression
5. **Discriminant Analysis**
6. **Cross Tabs**
7. **Extended experiment – 1**
8. **Introduction to accounting packages & Company creation**
9. **Creating, altering and displaying ledgers**
10. **Creating, altering and displaying vouchers**
11. **Inventory management**
12. **Payroll**
13. **Interest calculation**
14. **Report Generating in Tally**
15. **Extended experiment- 2**

**Total: 60 Hours**

**ADDITIONAL EXPERIMENTS:**

1. Factor analysis
2. Additional experiments in spreadsheet & R Programming

*Employability / Skill Development*

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

CO1: Make use of spread sheets and data analysis software for business modeling.

CO2: Apply coding and defining variables.

CO3: Manipulate Grouping the Data for Business Analytics

CO4: Create a company and maintain accounts using Tally

CO5: Experiment with the data for business analytics using Tally

**REFERENCES:**

1. Shraddha Singh & Navneet Mehra, Tally ERP 9 Power of Simplicity, , V&S Publishers, 2014
2. Kogent Learning Solutions Inc., "TALLY.ERP 9 in simple steps", New Delhi: Wiley, 2012.
3. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
4. Simple Tally ERP 9, Nadhani, BPB Publications, 2011
5. Carver and Nash, Doing Data analysis with SPSS version 18, Cengage learning, 2011.
6. Darren George & Paul Mallery, SPSS for Windows, 10th Edition, Pearson,2011
7. David R. Anderson, et al, An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.

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2004BA208

**INDIAN ETHOS AND BUSINESS ETHICS**

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The following is the list of topics suggested for preparation and presentation by students twice during the semester.

- 1) Indian Ethos and Personality Development
- 2) Work ethos and values for Professional Managers
- 3) Indian Values, Value Systems and Wisdom for modern managers
- 4) Management Lessons from the Vedas, Puranas, Indian religions
- 5) Spirituality in Business Management
- 6) Individual Culture and Ethics
- 7) Ethical codes of conduct and value Systems
- 8) Loyalty and Ethical Behaviour
- 9) Ethical business issues and solutions
- 10) Social Responsibilities of Business

**Total: 60 Hours**

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

Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra,  
Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos

**Note:** Indian Ethos and Business Ethics paper is to be treated as Seminar. The students are expected to give presentation on the topics given in the course. Every student must present minimum two topics in the class room for continuous assessment. Based on the presentation and answering skills of the students, marks will be awarded by the faculty members and the consolidated marks can be taken as the final mark.

No end semester examination is required for this course.

*Employability/ Entrepreneurship/*

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- Apply the basic concepts of Indian ethos and value systems at work. Interpret issues of business ethics and offer solutions in ethical perspectives
- Practice professionally efficient and skillful in value systems and culture
- Interpret ethically manage business towards well-being of the society.
- Apply socially effective in undertaking business responsibilities.

*Skill Development*

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2004BA209

LIFE SKILLS II

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**UNIT I**

**10 Hours**

Know Thyself- Creative Thinking Vs. Strategic Thinking- Overcoming Stress- Fear- Positive Attitude- Art of Listening & Reading.

**UNIT II**

**10 Hours**

Attitude and Values- Etiquettes- Art of Writing email- Group Discussion and Debate.

**UNIT III**

**10 Hours**

Resume Writing- Corporate Expectations and Career opportunities- Employability Skills.

**TOTAL: 30 HOURS**

**COURSE OUTCOMES:**

- After completion of the course, Student will be able to
- CO1 Apply how to think innovatively.
  - CO2 Enhance one to work in a team.
  - CO3 Enabling to compete with global challenges by using the available changes.

*Skill Development*

**REFERENCES:**

1. Shiv Khera, "You can Win: A step by step tool for Achievers", Bloomsbury Publishing India Pvt. Ltd., 2016.
2. Stephen R. Covey, "The Seven habits of Highly Effective people", Franklin Covey Co., 2015.
3. Dr.K.Alex, "Soft skills: Know yourself and Know the world", Third Revised Edition, S.Chand and company Pvt. Ltd., 2014
4. Janet G. Woititz, "Life skills for Adult Children", Health Communications, Inc, 1990.

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2002BA301

**INTERNATIONAL BUSINESS MANAGEMENT**

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**UNIT I INTRODUCTION**

**9 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**

**9 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**

**9 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**

**9 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**

**9 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.

*Employability/Entrepreneurship*

**TOTAL: 45 HOURS**

**COURSE OUTCOMES:**

After completion of the course, Student 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
7. Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

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2002BA302

**STRATEGIC MANAGEMENT**

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**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- Case study

**UNIT III STRATEGIES 9 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- Case study

**UNIT IV STRATEGY IMPLEMENTATION & EVALUATION 9 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- Case study

*Employability Entrepreneurship*

**TOTAL: 45 HOURS**

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1 Illustrate the model of strategic management process
- CO2 Demonstrate the competitor analysis using porter's five forces model
- CO3 Interpret strategies for corporate using grand strategies
- CO4 Prepare organization structure to match the strategy
- CO5 Demonstrate the necessity of strategic management in 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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2003BA010

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

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**UNIT I INVESTMENT SETTING**

9 Hours

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Investment process -Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts - Valuation of bonds and stock.

**UNIT II 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 Dodd investor ratios

**UNIT III TECHNICAL ANALYSIS**

9 Hours

Fundamental Analysis Vs Technical Analysis -- Dow theory – Charting methods - Chart Patterns Trend – Trend reversals – Market Indicators -Moving Average – Exponential moving Average Oscillators -RSI -ROC -MACD.

Efficient Market theory - Forms of market efficiency -weak, semi-strong, strong form - Empirical tests of market efficiency -its application.

**UNIT IV PORTFOLIO CONSTRUCTION AND SELECTION**

9 Hours

Portfolio analysis - Reduction of portfolio risk through diversification – Portfolio risk - Portfolio Selection - Feasible set of portfolios - Efficient set - Markowitz model - Single index model - Construction of optimum portfolio - Multi-index model.

**UNIT V CAPITAL ASSET PRICING MODEL**

9 Hours

Capital Asset Pricing model - Lending and borrowing - CML - SML - Pricing with CAPM - Arbitrage pricing theory– Portfolio Evaluation - Sharpe's index Treynor's index, Jensen's index – Mutual Funds – Portfolio Revision.

**TOTAL: 45 HOURS**

*Employability/Entrepreneurship*

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1 Understand the concept of investment and identify the investment alternatives to investors
- CO2 Learn the nuances of fundamental analyses and technical analyses
- CO3 Analyze and evaluate the value of securities
- CO4 Explain how to construct an efficient portfolio
- CO5 Explore the various methods through which portfolio evaluation could be done-

**REFERENCES:**

1. Punithavathy Pandian, Analysis & Portfolio Management, Vikas publishing house PVT LTD, second edition, 2013.
2. V.A.Avadhani, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2013.
3. S. Kevin, Securities Analysis and Portfolio Management , PHI Learning ,2012.
4. V.K.Bhalla, Investment Management, S.Chand & Company Ltd.,2012
5. Reilly & Brown Investment Analysis and Portfolio Management, Cengage Learning, 9<sup>th</sup> edition, 2011.
6. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
7. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8<sup>th</sup> edition,2011

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2003BA011

**MERCHANT BANKING AND FINANCIAL SERVICES**

L T P C  
3 0 0 3

**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- Supply Chain Financing.

**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, FIIIs, 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.

*Employability/Entrepreneurship*

**TOTAL: 45 HOURS**

**COURSE OUTCOMES:**

After completion of the course, Student 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. Naliniprava Tripathy, 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. Varshney P.N & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi. 2007
7. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi.1992

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2003BA019

**MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

L T P C  
3 0 0 3

**UNIT I DEFINING THE MANAGERIAL JOB 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.

*Employability/ Entrepreneurship* **TOTAL: 45 HOURS**

**COURSE OUTCOMES:**

After completion of the course, Student 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<sup>st</sup> Indian Reprint 2008.
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. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
6. Peter Drucker, Management, Harper Row, 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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2003BA022

**INDUSTRIAL RELATIONS AND LABOUR WELFARE**

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**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.

*Employability/Entrepreneurship*

**TOTAL: 45 HOURS**

**COURSE OUTCOMES:**

After completion of the course, Student 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. Ratna Sen, 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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2003BA046

**CORPORATE GOVERNANCE**

L T P C  
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**UNIT I FUNDAMENTALS OF CORPORATE AND GOVERNANCE 9 Hours**

Understanding Corporate Governance: Corporate governance – an overview, History of corporate governance- Concept of corporations -Concept of extended view of corporate citizenship, Owners and stakeholders, Types of owners, Rights and privileges of shareholders (Fernando, 4), Ownership structures and corporate governance- Pyramids and Tunneling:- Issues of corporate control and cash flow rights- Examples from restructure proposals of Vedanta group -Need for investor protection

**UNIT II THEORIES AND PRACTICE OF CORPORATE GOVERNANCE 9 Hours**

Concepts of Corporate Governance-Theory & practices of corporate governance, corporate governance mechanism and overview – land marks in emergence of corporate governance. Perspectives on Corporate Governance-Market and control model of governance chain- Global Corporate Governance Practices - Anglo-American Model - German Model - Japanese Model - Landmarks in Emergence of Corporate Governance- Board of Directors: Powerful Instrument of Governance - Types of Directors - Importance of Independent Directors

**UNIT III ADMINISTRATIVE AND AUDIT MECHANISM 9 Hours**

Board Committees and Chairman - Separation OF CEO & Board Chairman post - Nomination Committee - Board Selection - Boards Performance Evaluation- Executive Compensation - Role of Remuneration Committee - Human Side of Governance- Financial Oversight and Audit Mechanisms - Audit Committee - Disclosure mechanisms - Role of SEBI

**UNIT IV GOVERNANCE METHODS AND RATING 9 Hours**

Governance and Risk Management • Risk Management Committee - Corporate Misconduct & Mis-governance- Reasons for Corporate Misconduct - Whistle Blower's Protection - Factors Responsible for Obstructing Effective Corporate Governance Practices- Corporate Governance Rating • Standard & Poor's Corporate Governance Scores • Corporate Governance Rating Methodology(CRISIL)

**UNIT V GOVERNANCE ISSUES AND PRACTICES 9 Hours**

Governance of Financial Organizations & PSU's- Organizational patterns of PSU's - Powers of PSU Boards - Governance issues in Entrepreneurial Firms - Unique issues among entrepreneurial forms- Choosing Board of Directors and Venture capitalists - Role of venture capitalists and buy-outs- Corporate Governance in Practice - Governance issues in MNC's & Joint Ventures

*Employability/Entrepreneurship*

**TOTAL: 45 HOURS**

**COURSE OUTCOMES:**

- After completion of the course, Student will be able to
- CO1 Demonstrate a solid understating of the purpose and nature of corporations
  - CO2 Evaluate different stakeholder's roles and significance in relations to corporate governance
  - CO3 Explain the importance of regulation, markets and information in corporate governance
  - CO4 Understand corporate governance methods and practices
  - CO5 Critically assess governance concerns for individual corporation and their stakeholders

**REFERENCES:**

1. Mandal, S.K (2012). Ethics in Business and Corporate Governance, 2/e; New Delhi: McGraw Hill Education
2. Fernando, A.C (2012). Corporate Governance: Principles, Policies and Practices, 2/e; New Delhi: Pearson
3. Jain, Arun K (2010). Corporate Governance: Strategy and Ethics, New Delhi: McGraw Hill Education
4. Chandratre, K R and A N Navare, Corporate Governance – A Practical Handbook, Bharat Law House Pvt. Ltd., 2010Edn
5. Cadbury, Adrian, Corporate Governance and Chairmanship: a personal view, Oxford University Press, 2003
6. Saleem Sheikh & William Rees, Corporate Governance & Corporate Control, Cavendish Publishing Ltd., 1995

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2004BA303

**SUMMER TRAINING**

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**TRAINING OBJECTIVES:**

Summer Training – the training report along with the company certificate should be submitted within the four weeks of the reopening date of 3rd 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 3rd semester.

**TOTAL: 4 WEEKS**

**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*

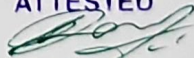
**TRAINING OUTCOMES**

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.

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2002BA401

**ENTREPRENEURSHIP DEVELOPMENT**

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**PREREQUISITE:**

Basic knowledge in Management Concepts, Human Resource management, Financial management

**COURSE OBJECTIVES:**

1. To enable the students to take up self-employment by exposing them to entrepreneurial competence and environment.
2. To make the students understand business plan, launching of small business and management of small business.
3. To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

**UNIT I ENTREPRENEURIAL COMPETENCE**

**9 Hours**

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneur – Knowledge and Skills of Entrepreneur.

**9 Hours**

**UNIT II ENTREPRENEURIAL ENVIRONMENT**

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations - International Business.

**9 Hours**

**UNIT III BUSINESS PLAN PREPARATION**

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.

**9 Hours**

**UNIT IV LAUNCHING OF SMALL BUSINESS**

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups

**9 Hours**

**UNIT V MANAGEMENT OF SMALL BUSINESS**

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:**

Entrepreneurship process, SWOT  
Importance of IPR in small business

*Entrepreneurship*

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1: Demonstrate the characteristics of successful entrepreneur.
- CO2: Apply the central and state government industrial policies in business
- CO3: Develop a business plan after studying the environment.
- CO4: Demonstrate the launching of product in market successfully
- CO5: Use the method of preventing the sickness and rehabilitation of business units

**REFERENCES:**

1. R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi,2018.
2. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 8<sup>th</sup> edition, 2017.
3. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2016.
4. Arya Kumar. Entrepreneurship. Pearson.2012
5. Donald F Kuratko, T.V Rao, Entrepreneurship: A South Asian perspective. Cengage Learning. 2012
6. Rajeev Roy, Entrepreneurship, Oxford University Press, 2nd Edition, 2011.
7. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra , 2<sup>nd</sup> Edition ,2005
8. R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2018.

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2003BA017

**FINANCIAL DERIVATIVES**

L T P C  
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**PREREQUISITES:**

1. Accounting for decision making
2. Financial Management

**COURSE OBJECTIVES:**

1. To understand the basic operational mechanisms in derivatives
2. To learn the basic modules of financial derivatives.
3. To grasp the activities of Securities Market.

**10 Hours**

**UNIT I INTRODUCTION**

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives

**10 Hours**

**UNIT II FORWARD AND FUTURES CONTRACT**

Forward Contract- Types of forward contracts- Speculations-Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

**10 Hours**

**UNIT III OPTIONS**

Definition – Exchange Traded Options, OTC Options – Specifications of Options –Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

**7 Hours**

**UNIT IV SWAPS**

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary– Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs –Credit Risk.

**8 Hours**

**UNIT V DERIVATIVES IN INDIA**

Evolution of Derivatives Market in India – Regulations - framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

**TOTAL: 45 HOURS**

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

1. Derivatives Market
2. Commodity market – Present Situation

*Employability/Entrepreneurship*

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1: Possess good skills in hedging risks using derivatives
- CO2: Understand about future contract and options
- CO3: Learning in depth about options and swaps
- CO4: Knowing about the evolution of derivative markets
- CO5: Develop in depth knowledge about stock options and index futures in NSE

**REFERENCES:**

1. John.C.Hull, "Options, Futures and other Derivative Securities", PHI Learning, 9<sup>th</sup> Edition, 2012.
2. S.L.Gupta, "Financial Derivatives - Theory, Concepts and Practice", Prentice Hall Of India, 2011.
3. Sundaram Janakiraman, "Derivatives and Risk Management", Pearson Education 2011
4. Keith Redhead, "Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs", PHI Learning, 2011.
5. Stulz, Risk Management and Derivatives, Cengage Learning, 2nd Edition, 2011.
6. Varma, Derivatives and Risk Management, 2<sup>nd</sup> Edition, 2011.
7. N.R.Parusuraman, Fundamentals of Financial Derivatives, Wiley India Edition 2009
8. David Dubofsky – Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition. 1992.
9. Website of NSE, BSE.
10. Website References <http://www.himpub.com/documents/Chapter723.pdf>

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2003BA024

**ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT**

L T P C  
3 0 0 3

**PREREQUISITE:**

Organisational Behavior and Human Resource Management

**COURSE OBJECTIVES:**

1. To facilitate students to understand the organizational change process.
2. To enable students to understand organization development and Interventions.
3. To help students understand Change Management Strategies.

**UNIT I ORGANISATION & ITS ENVIRONMENT 8 Hours**

Meaning of Organization – Need for existence - Organizational Effectiveness – Creation of Value – Measuring Organizational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

**UNIT II ORGANISATIONAL DESIGN 15 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 - Implications for Managers.

**UNIT III ORGANISATIONAL CULTURE 6 Hours**

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

**UNIT IV ORGANISATIONAL CHANGE 6 Hours**

Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organization Development – HR functions and Strategic Change Management - Implications for practicing Managers.

**UNIT V ORGANISATION EVOLUTION AND SUSTENANCE 10Hours**

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

*Employee Inability/Entrepreneuriality*

**COURSE OUTCOMES:**

- After completion of the course, Student will be able to
- CO1: Analyze the environmental forces that influence organization.
  - CO2: Apply the relationship among organizational change, redesign, an organizational effectiveness
  - CO3: Develop skills for understanding the impact of organizational culture on organizational and inter organizational relationships.
  - CO4: Apply the various change models during the change process.
  - CO5: Understand, predict and influence organizational design to innovative business strategies and practices.

**REFERENCES:**

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**ATTESTED**

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