


**Learning Outcomes Based Curriculum Framework (LOCF)**  
**for International Institute of Professional Studies (IIPS), Vikram University, Ujjain**  
**Five Year INTEGRATED MBA Program**


**Important Note:** University Gives Exit option to the students after three years and shall be awarded as BBA degree.

The curriculum and syllabus of Integrated MBA (5 Years) program (2024-29) confirm to Outcome Based Education (OBE) for a flexible and structured. The objective of the Integrated MBA (5-year) Degree programme is to enable students embark on a management career after completing 10+2 level examination. The programme provides students with a comprehensive understanding of the business management fundamentals and the opportunity to pursue specialization in chosen areas of management. Employers from various fields have been largely opting for Integrated MBA graduates with an in-depth knowledge in both the theory and practice of contemporary business administration. Various career opportunities available for an Integrated MBA graduate are as follows:

- An Integrated MBA degree holder can join a business organization as trainee manager and gradually can reach the position as a senior manager.
- Students with a flair for entrepreneurship can start their own business.
- An Integrated MBA graduate can opt for some high-profile jobs in various government departments.
- Those who have opted Finance as their Integrated MBA specialization can work as cash managers, credit managers, risk and insurance managers, finance managers etc.
- Those who have taken Marketing as their Integrated MBA specialization can opt to work as sales manager, marketing manager, regional manager, market research analyst, etc.
- Career opportunities are vast for those who have chosen Information Technology as specialization during the Integrated MBA program. An MBA graduate with IT specialization can work as system analyst, technical systems manager, and technical consultant.
- Career opportunities are plenty in the area of human resources management.
- Career opportunities are vast for those who have opted for International Business at export companies, industries, multinational companies, financial organizations.
- Opportunities are abundant for Integrated MBA graduates at banking sectors, business consultancies, educational institutions, non-profit organizations and insurance sectors.

  
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**The Learning outcomes are:**

- (a) Ability to apply knowledge of Mathematics, Statistics and Management to develop understanding of Business Administration.
- (b) Ability to understand finance, marketing and human resource and information technology concepts and their applications based on broad education acquired.
- (c) An ability to identify and analyse simple & complex problems related to Business and Management.
- (d) Ability to develop analytical skills to address Business dynamism.
- (e) An Ability to work in a system, component, or process to meet desired needs within realistic constraints such as health & safety, economic, aesthetic, environmental, social, legal, ethical and sustainability.
- (f) Ability to develop operational skills on big data, predictive analytics, business analytics and social media analytics necessary for efficient business administration.
- (g) Ability to understand behaviour and Impact of various parameters on business operations.
- (h) Ability to work effectively in diverse groups, teams and exhibit leadership qualities.
- (i) An understanding of professional and ethical responsibility.
- (j) To develop an understanding on global environment and its protection.
- (k) Ability to communicate effectively in diverse groups and exhibit leadership skills.

**FEES STRUCTURE OF INTEGRATED MBA**

DURATION	5 YEAR
COURSE LEVEL	INTEGRATED MBA
MODE OF COURSE	Full time
SEAT AVAILABLE	30



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# SYLLABUS

FIVE YEAR MBA PROGRAMME

(Effective from Batch 2024-29)



Vikram University Affiliated Institutes)

(Modified in the meeting of Board of Studies in Management held on  
----- and applicable from the Academic Session 2024-29)

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FACULTY OF IIPS

VIKRAM UNIVERSITY, UJJAIN

   
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## Examination Scheme


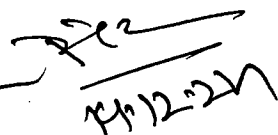
1. Each paper shall consist of 60 marks in External Exam and 40 Marks for Internal Continues Evaluation.
2. Internal Continues Evaluation of 40 marks in each subject shall be as below (Institute can opt any one Scheme (Scheme A or B) for Internal Assessment):

*SCHEME-A:* Internal Assessment shall consist of two Internal Tests of 40 marks each, out of which the higher of the two shall be considered the Internal Marks obtained by the student.

*SCHEME-B:* Assignment/Participation/Seminar Presentation/Attendance etc. of 40 marks

3. A Maximum of 2 papers in One Semester, he/she will be allowed to carry the same in next semester (ATKT), and the candidate will be required to have to pass such papers before the end of Fourth Semester Examinations. However, the candidate fails in more than 4 papers in two semesters (2 papers in one semester) shall not be allowed to avail the advantage of ATKT.
4. If the candidate fails in more than 2 papers in One Semester, he/she will be declared Fail and he/she will not be given the advantage of ATKT.
5. If the candidate fails in Internal Exam, he/she will be declared Fail.
6. There shall be no ATKT in Fourth Semester.
7. The minimum passing marks in individual paper is 36% (including End Term Semester Exam and Internal Continues Evaluation) and 48% marks in aggregate to qualify the semester.

All the provisions as stated in Integrated MBA Ordinance No..... of Vikram University are applicable for the above program. In case of any dispute / any matter (s) not covered in the ordinance the decision of the BOS / of the Vice Chancellor shall be final.

   
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## INTEGRATED (MBA) COURSE STRUCTURE

### FIRST SEMESTER

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues	Max Marks	Credit	Distributi on of Credit	
							C	L
1.	IBM - 101	Business organization	60	40	100	4	3	1
2.	IBM - 102	Managerial skills	60	40	100	4	3	1
3.	IBM - 103	Business law	60	40	100	4	3	1
4.	IBM - 104	Principal of accounting	60	40	100	4	3	1
5.	IBM - 105	Basic of information technology	60	40	100	4	3	1
		<b>Total</b>			<b>500</b>	<b>20</b>	<b>15</b>	<b>5</b>

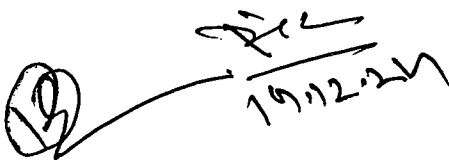
(C=Credit per week) (L=Lectures per week) (T=Tutorials per week) INTEGRATED (MBA)

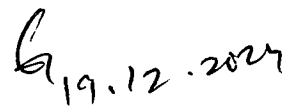
## INTEGRATED (MBA) COURSE STRUCTURE

### SECOND SEMESTER

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues	Max Marks	Credit	Distributi on of Credit	
							C	L
1.	IBM - 201	Marketing management - I	60	40	100	4	3	1
2.	IBM - 202	Fundamental of management - I	60	40	100	4	3	1
3.	IBM - 203	Business economics - I	60	40	100	4	3	1
4.	IBM - 204	Financial management - I	60	40	100	4	3	1
5.	IBM - 205	Management information system	60	40	100	4	3	1
		<b>Total</b>			<b>500</b>	<b>20</b>	<b>15</b>	<b>5</b>

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week) INTEGRATED (MBA)


  
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## INTEGRATED (MBA) COURSE STRUCTURE

### THIRD SEMESTER

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit		
							C	L	T
1.	IBM - 301	Production Management	60	40	100	4	3	1	
2.	IBM - 302	Business communication skill - I	60	40	100	4	3	1	
3.	IBM - 303	Management accounting	60	40	100	4	3	1	
4.	IBM - 304	Business environment	60	40	100	4	3	1	
5.	IBM - 305	E- business	60	40	100	4	3	1	
		<b>Total</b>			<b>500</b>	<b>20</b>	<b>15</b>	<b>5</b>	

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week) INTEGRATED (MBA)

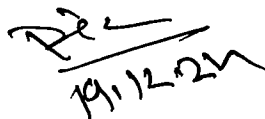
## INTEGRATED (MBA) COURSE STRUCTURE

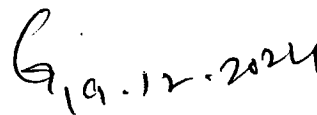
### FOURTH SEMESTER

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit		
							C	L	T
1.	IBM - 401	Management and organization behavior		60	40	100	4	3	
2.	IBM - 402	Human Resources Management - I		60	40	100	4	3	
3.	IBM - 403	Cost account		60	40	100	4	3	
4.	IBM - 404	Entrepreneurship development		60	40	100	4	3	
5.	IBM - 405	Business ethics		60	40	100	4	3	
		<b>Total</b>				<b>500</b>	<b>20</b>	<b>15</b>	

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week) INTEGRATED (MBA)



  
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**INTEGRATED (MBA) COURSE STRUCTURE**  
**FIFTH SEMESTER**

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit		
							C	L	T
1.	IBM – 501	Insurance and Banking	60	40	100	4	3	1	
2.	IBM – 502	Project planning analysis management	60	40	100	4	3	1	
3.	IBM – 503	Sales and distribution management	60	40	100	4	3	1	
4.	IBM – 504	Wages and salary management	60	40	100	4	3	1	
5.	IBM – 505	Internship Viva Voce	-	-	100	4	3	1	
		<b>Total</b>			<b>500</b>	<b>20</b>	<b>15</b>	<b>5</b>	

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week) INTEGRATED (MBA)

**INTEGRATED (MBA) COURSE STRUCTURE**  
**SIXTH SEMESTER**

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit		
							C	L	T
1.	IBM - 601	Management of financial market and services	60	40	100	4	3	1	
2.	IBM - 602	Consumer behavior - I	60	40	100	4	3	1	
3.	IBM - 603	Employ relation and compensation management	60	40	100	4	3	1	
4.	IBM - 604	Management of training and development	60	40	100	4	3	1	
5.	IBM - 605	Comprehensive Viva-voce			100	4	3	1	
		<b>Total</b>			<b>500</b>	<b>20</b>	<b>15</b>	<b>5</b>	

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week) INTEGRATED (MBA)

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## INTEGRATED (MBA) COURSE STRUCTURE

### SEVENTH SEMESTER

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribut ion of Credit	
							C	L T
1.	IBM – 701	Management Concept and Process	85	15	100	4	3	1
2.	IBM – 702	Managerial Economics	85	15	100	4	3	1
3.	IBM – 703	Accounting for Managers	85	15	100	4	3	1
4.	IBM – 704	Organisational Behaviour	85	15	100	4	3	1
5.	IBM - 705	Business and Legal Environment	85	15	100	4	3	1
		<b>Total</b>			<b>500</b>	<b>20</b>	<b>15</b>	<b>5</b>

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week)

## INTEGRATED (MBA) COURSE STRUCTURE

### EIGHTH SEMESTER

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribut ion of Credit	
							C	L T
1.	IBM – 801	Human Resource Management	85	15	100	4	3	1
2.	IBM – 802	Financial Management	85	15	100	4	3	1
3.	IBM – 803	Marketing Management	85	15	100	4	3	1
4.	IBM – 804	Production and Materials Management	85	15	100	4	3	1
5.	IBM - 805	Communication Skills	85	15	100	4	3	1
		<b>Total</b>			<b>500</b>	<b>20</b>	<b>15</b>	<b>5</b>

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week)



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**INTEGRATED (MBA) COURSE STRUCTURE**  
**NINTH SEMESTER (Financial Administration)**

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit	
							L	T
						C	L	T
1.	IBM- FA- 901	Global Finance & Financial Services	60	40	100	4	3	1
2.	IBM- FA- 902	Insurance and Bank Management	60	40	100	4	3	1
3.	IBM- FA- 903	Investment Management	60	40	100	4	3	1
4.	IBM- FA- 904	INTERNSHIP VIVA VOCE	50		50	2 (VC)		
5.	IBM- FA- 905	<b>Elective – 1</b>	60	40	100	4	3	1
		a. Indian Financial Systems						
		b. Behavioural Finance and Technical Analysis						
		c. Strategic Financial Management						
6.	IBM- FA- 906	<b>Elective – 2</b>	60	40	100	4	3	1
		a) Project Finance Management						
		b) Real Estate Finance Management						
		c) Management Accounting II						
					550	20+(2) VC	15	5

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week) (VC-Virtual Credit)

**INTEGRATED (MBA) THIRD SEMESTER - LIST OF ELECTIVES**  
**(Any Two Papers to be Opted from Elective 1 & Elective 2)**

**Elective - 1**

1. IBM- FA- 905 EC – 1 (a) Indian Financial Systems
2. IBM- FA- 905 EC – 1 (b) Behavioural Finance and Technical Analysis
3. IBM- FA- 905 EC – 1 (c) Strategic financial management.

**Elective - 2**

1. IBM- FA- 906 EC – 2 (a) Project Finance Management.
2. IBM- FA- 906 EC – 2 (b) Real Estate Finance Management
3. IBM- FA- 906 EC – 2 (c) Management Accounting II.

(IBM means Integrated MBA, FA means Financial Administration, EC means Elective)

**INTEGRATED (MBA) COURSE STRUCTURE**  
**TENTH SEMESTER (Financial Administration)**

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit	
							L	T
						C		
1.	IBM- FA- 1001	Working Capital Management	60	40	100	4	3	1
2.	IBM- FA- 1002	Personal Financial Management	60	40	100	4	3	1
3.	IBM- FA- 1003	Field Survey Presentation and Viva-Voce.			100	4	3	1
4.	IBM- FA- 1004	Comprehensive Viva-voce	50		50	2 (VC)		
		<b>Elective – 1</b>						
5.	IBM- FA- 1005	a. International Trade and Finance b. Social Banking & Microfinance c. Merchant Banking and Financial Services	60	40	100	4	3	1
		<b>Elective – 2</b>						
6.	IBM- FA- 1006	a. Security Market Operations b. Financial derivatives c. Corporate finance	60	40	100	4	3	1
		<b>Total</b>			550	20+(2) VC	15	5

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week) (VC-Virtual Credit)

**INTEGRATED (MBA) FOURTH SEMESTER - LIST OF ELECTIVES**  
**(Any Two Papers to be Opted from Elective 1 & Elective 2)**

**Elective - 1**

1. IBM- FA- 1005 EC – 1 (a) International Trade and Finance.
2. IBM- FA- 1005 EC – 1 (b) Social Banking & Microfinance.
3. IBM- FA- 1005 EC – 1 (C) Merchant Banking and Financial Services

**Elective - 2**

1. IBM- FA- 1006 EC – 2 (a) Security Market Operations.
2. IBM- FA- 1006 EC – 2 (b) Financial derivatives.
3. IBM- FA- 1006 EC – 2 (c) Corporate finance

(IBM means Integrated MBA, FA means Financial Administration, EC means Elective)

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**INTEGRATED (MBA) COURSE STRUCTURE**  
**NINTH SEMESTER (HUMAN RESOURCE MANAGEMENT)**

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit	
							L	T
1.	IBM- HR 901	Organizational Management	60	40	100	4	3	1
2.	IBM- HR 902	HR Information System training and development	60	40	100	4	3	1
3.	IBM-HR- 903	Global HR practices	60	40	100	4	3	1
4.	IBM-HR- 904	INTERNSHIP VIVA VOCE	50		50	2 (VC)		
5.	IBM-HR- 905	<b>Elective – 1</b> a) Compensation management b) Recruitment & selection c) Contemporary frameworks in management	60	40	100	4	3	1
6.	IBM-HR- 906	<b>Elective – 2</b> a) Performance management b) Organisational Development and Change c) Employee legislative	60	40	100	4	3	1
		<b>Total</b>			550	20+(2) VC	15	5

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week) (VC-Virtual Credit)

**INTEGRATED (MBA) THIRD SEMESTER - LIST OF ELECTIVES**  
**(Any Two Papers to be Opted from Elective 1 & Elective 2)**

**Elective – 1**

1. IBM- HR- 905 EC – 1 (a) Compensation management
2. IBM- HR- 905 EC – 1 (b) Recruitment & selection
3. IBM- HR- 905 EC – 1 (c) Contemporary frameworks in management

**Elective - 2**

1. IBM- HR- 906 EC – 2 (a) Performance management
2. IBM- HR- 906 EC – 2 (b) Organisational Development and Change
3. IBM- HR- 906 EC – 2(c) Employee legislative

(IBM means Integrated MBA, HR means Human Resource Management, EC means Elective)

**INTEGRATED (MBA) COURSE STRUCTURE**  
**TENTH SEMESTER HUMAN RESOURCE MANAGEMENT**

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit	
							L	T
						C	L	T
1.	IBM-HR- 1001	Strategic and International HRM	60	40	100	4	3	1
2.	IBM-HR- 1002	Knowledge Management	60	40	100	4	3	1
3.	IBM-HR- 1003	Field Survey Presentation and Viva-Voce.			100	4	3	1
4.	IBM-HR- 1004	Comprehensive Viva-voce	50		50	2 (VC)		
5.	IBM-HR- 1005	Elective – 1 a. Career Management b. counselling skills for managers. c. Talent management	60	40	100	4	3	1
6.	IBM-HR- 1006	Elective – 2 a. Human resource management in service sector. b. Planning and development in HR c. Negotiation and conflict management.	60	40	100	4	3	1
		<b>Total</b>			550	20+(2) VC	15	5

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week) (VC-Virtual Credit)

**INTEGRATED (MBA) FOURTH SEMESTER - LIST OF ELECTIVES**  
**(Any Two Papers to be Opted from Elective 1 & Elective 2)**

**Elective - 1**

1. IBM- HR- 1005 EC – 1 (a) Career Management
2. IBM- HR- 1005 EC – 1 (b) Counselling skills for managers
3. IBM- HR- 1005 EC – 1 (c) Talent management

**Elective - 2**

1. IBM- HR- 1006 EC – 2 (a) Human resource management in service sector
2. IBM- HR- 1006 EC – 2 (b) Planning and development in HR
3. IBM- HR- 1006 EC – 2 (c) Negotiation and conflict management

(IBM means Integrated MBA, HR means Human Resource Management, EC means Elective)

**INTEGRATED (MBA) COURSE STRUCTURE**  
**NINTH SEMESTER (MARKETING MANAGEMENT)**

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit	
							L	T
						C	L	T
1.	IBM-MM901	Marketing and consumer perception	60	40	100	4	3	1
2.	IBM-MM902	Brand Identity Management	60	40	100	4	3	1
3.	IBM-MM903	Rural and agriculture Marketing	60	40	100	4	3	1
4.	IBM-MM904	<b>INTERNSHIP VIVA</b>	50		50	2 (VC)		
5.	IBM-MM905	<b>Elective – 1</b>	60	40	100	4	3	1
		a. Advertisement and sales promotion b. Market research c. Strategic Management						
6.	IBM-MM906	<b>Elective –2</b>	60	40	100	4	3	1
		a. Digital Marketing b. Retail Marketing c. Growth Marketing strategies						
					550	20+(2) VC	15	5

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week) (VC-Virtual Credit)

**INTEGRATED MBA THIRD SEMESTER - LIST OF ELECTIVES**  
**(Any Two Papers to be Opted from Elective 1 & Elective 2)**

**Elective - 1**

1. IBM- MM- 905 EC – 1 (a) Advertisement and sales promotion
2. IBM- MM- 905 EC – 1 (b) Market research
3. IBM- MM- 905 EC – 1 (c) Strategic management.

**Elective - 2**

1. IBM- MM- 906 EC – 2 (a) Digital Marketing
2. IBM- MM- 906 EC – 2 (b) Retail Management
3. IBM- MM- 906 EC – 2 (c) Growth Marketing Strategies.

(IBM means Integrated MBA, MM means Marketing management, EC means Elective)

**INTEGRATED (MBA) COURSE STRUCTURE**  
**TENTH SEMESTER (MARKETING MANAGEMENT)**

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit	
							L	T
						C		
1.	IBM-MM-1001	Service marketing	60	40	100	4	3	1
2.	IBM-MM- 1002	Industrial Marketing and Sales Management	60	40	100	4	3	1
3.	IBM-MM- 1003	Field Survey Presentation and Viva-Voce.	60	40	100	4	3	1
4.	IBM-MM- 1004	Comprehensive Viva-voce	50		50	2 (VC)		
5.	IBM-MM- 1005	<b>Elective –1</b> a) Supply Chain Management and Retail Management b) Customer relationship management c) Consumer behaviour	60	40	100	4	3	1
6.	IBM-MM- 1006	<b>Elective –2</b> a. Global marketing b. International marketing c. Social media marketing	60	40	100	4	3	1
		<b>Total</b>			550	20+(2) VC	15	5

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week) (VC-Virtual Credit)

**INTEGRATED MBA FOURTH SEMESTER - LIST OF ELECTIVES**  
**(Any Two Papers to be Opted from Elective 1 & Elective 2)**

**Elective - 1**

1. IBM- MM- 1005 EC – 1 (a)Supply Chain Management and Retail Management
2. IBM- MM- 1005EC – 1 (b) Customer relationship management
3. IBM- MM- 1003EC – 1 (c) Consumer behaviour

**Elective - 2**

1. IBM- MM- 1006 EC – 2 (a) Global marketing
2. IBM- MM- 1006 EC – 2 (b) International marketing
3. IBM- MM- 1006 EC – 2 (c) Social media marketing

(IBM means Integrated MBA, MM means Marketing management, EC means Elective)

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## (IBM - 101) Business Organisation

**OBJECTIVES** - To acquaint the students with the concept of business organization and concepts of general management and its implementation in organizations

**COURSE OUTCOMES:** Students will be able to understand the concepts and form of Business organizations

### **Unit 1**

Concept, Meaning, Features, Stages of development of Business, Importance of business; Classification of Business activities;

### **Unit 2**

Organization: Meaning, characteristics, objectives, Evolution of Business Organization; Difference between Industry and Commerce and Business and Profession, Modern Business and its Characteristics

### **Unit 3**

Plant Location. Layout and Size Plant Location: Concept. Importance. Factors affecting Plant location. Plant Layout: Concept. Objectives. Types and Principles of layout. factors affecting layout. Size of business

### **Unit 4**

Business Combination Meaning Causes, Objectives, Types and Forms Mergers, Takeovers and Acquisitions.

### **Unit 5**

Concept of Management, nature and Importance & Functions of Management, Taylor's Scientific Management, Henri Fayol's Principles of Management.

### **Suggested Books:**

1. Chatterjee S.K. -Business Organisation
2. Jagdish Prakash Business- Organisation and Management
3. Om Prakash -Business Organisation
4. Sherlekar S.A-Business Organisation and Management
5. Singh & Chhabra- Business Organisation

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## (IBM - 102) Managerial Skills

**OBJECTIVES** - Understand the Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines. 3. Understand the Role of Managerial Economics in Decision Making.

**COURSE OUTCOMES:** Analyse economic information and develop the solution of micro and macro-economic problems.

**UNIT – 1** Introduction to skills & personal skills Importance of competent managers, skills of effective managers. developing self-awareness on the issues of emotional intelligence, self-learning styles, values, attitude towards change. learning of skills and applications of skills.

**UNIT – 2** Problem solving and building relationship: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving,

**UNIT – 3** Building relationship Skills for developing positive interpersonal communication. importance of supportive communication, coaching and counselling, defensiveness and disconfirmation.

**UNIT – 4** Team building: Developing teams and team work. advantages of team. leading team. team membership. Skill development and skill application.

**UNIT – 5** Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works. Skills development and skill application on above areas.

### **Suggested Books:**

1. Yogesh Maheswari, Managerial Economics, Phi Learning, New Delhi, 2005 Gupta G.S.,
2. Managerial Economics, Tata McGraw-Hill, New Delhi Moyer & Harris,
3. Managerial Economics, Cengage Learning, New Delhi, 2005 Geetika, Ghosh & Choudhury, ,
4. Managerial Economics, Tata McGraw-Hill, New Delhi, 2011

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## (IBM - 103) Business Law

**OBJECTIVES:** The objective of this course is to understand the laws related to business environment activities which influences the corporate sector. To develop BLE focus and to develop a practical approach towards Business legal framework among the students with various laws and practices.

**OUTCOMES:** After completion of course, the students would be able to understand and legal system or laws related to business activities. They will develop the relationship between various laws and economic activities for the attainment of business goals.

**UNIT – 1** Business Law: Definition, Importance, Types & scope of Business Law.

**UNIT – 2** The Indian Contract Act, 1872: Essentials of valid contract, void and voidable Agreement.

**UNIT – 3** The Sale of Goods Act, 1930: Formation of a Sales Contract.

**UNIT – 4** The Companies Act 1956, Types of Companies, Memorandum and Article of Association.

**UNIT – 5** Law of Partnership: Definition and Nature of Partnership, Formation of Partnership, Rights, Duties and Liabilities of Partners, Dissolution of Partnership Firm.

### **Suggested Readings:**

1. Shukla M B. "Business Environment-Text & Cases" Taxman, New Delhi
2. Gupta, D., Indian Government & Politics
3. N D Kapoor, Mercantile Law, Sultan Chand, New Delhi.
4. Chawla, Bhasin & Garg, Mercantile Law, Kalyani Publishers, New Delhi.
5. Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa.

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## (IBM - 104) Principles of Accounting

**OBJECTIVES** - Presents financial accounting concepts and the use of accounting information in decision making. Includes an overview of the accounting cycle.

**COURSE OUTCOMES:** Use the accounting cycle to develop financial statements from business transactions.

**UNIT – 1** Purpose of Accounting and its. Place in Business, Limitations, Relationship with other Financial Areas. Advantages & Importance.

**UNIT – 2** Basic Accounting Concepts and conventions: Money Measurement Concept, Entity Concept, Going Concern Concept, Cost Concept, Dual Aspect Concept, Accrual Concept, Conservatism, Materiality Concept, Consistency concept, and accounting conventions

**UNIT – 3** Accounting Structure: Process of Accounting Journal, Ledger and Trial Balance Errors & their rectification based on Double Entry Book-Keeping System,

**UNIT – 4** Preparation of Financial Statements: Form and Preparation of Income Statement and Statement of Financial Position, Adjustments.

**UNIT – 5** Accounting for Depreciation and its Importance in decision making. -Fixed Instalment Methods & Reducing Balance Methods.

### **Suggested Readings:**

1. Agarwal, B. D. Advanced Accounting
2. Chawla & Jain Financial Accounting
3. Chakrawarti. K.S Advanced Accounts
4. Shukla, M.B. Financial Analysis and Business Forecasting
5. Jain & Narang Advanced Accounts

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## (IBM - 105) Basic of Information Technology

**OBJECTIVES** –To acquaint the students with knowledge about the Information Technology

**COURSE OUTCOME:** formulate plans for IT management in a business organisation

**UNIT - 1** Introduction to Computer Hardware: Input / Output devices, storage devices and memory. Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Generation of Computer (Phases of development of computers).

**UNIT – 2** MS Word 2007: Word basics, formatting text and documents, working with headers, footers and footnotes, tabs, tables and sorting, working with graphics, templates, wizards and sample documents, introduction to mail merge and macros.

**UNIT – 3** MS Excel 2007: Excel basics, rearranging worksheets, excel formatting tips and techniques. introduction to functions. Excel's chart features. working with graphics. using worksheet as databases. MS PowerPoint 2007: PowerPoint basics, creating presentation the easy way. working with text in PowerPoint, working with graphics in power point.

**UNIT – 4** Information Technology: Introduction to IT and its development, IBM pact and Future of IT in Business Organisation,

**UNIT – 5** Overview of the following: IBM age processing, Virtual Reality, Video Conferencing, Decision Support System, Expert System, Artificial Intelligence, and Information Super Highways.

### **Suggested Readings:**

1. Computer Fundamentals by P.K.Sinha
2. Korth. (2006) Database Systems Concepts. Tata McGra-Hill. Fifth Edition

## (IBM - 201) Marketing Management -I

**OBJECTIVES:** The objective of this course is to Impart the students' exposure of modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

**OUTCOMES:** After completion of the course, students will be able to understand the dimensions of marketing with using management in to the business. Correlate the marketing theories with practical situations. Develop new marketing mix strategies for the up-coming market.

**Unit 1** Conceptual Framework of Marketing, Nature and Scope of Marketing, Marketing Environment. Role of Marketing Department, Marketing Vs Selling Functions. Market Segmentation Methods.

**Unit 2** An overview of Marketing Mix Element – Products, Distribution, Pricing and Promotion related decisions and strategies.

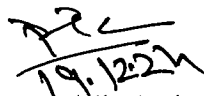
**Unit 3** Consumer Behaviour – Concept and Importance, Factors Influencing Consumer Behaviour. Decision Making Process in Buying.

**Unit 4** Marketing Research – Concept, Scope and Objectives of Marketing Research. Types and Process of Marketing Research, Marketing Information System V/s Marketing Research.

**Unit 5** Elementary framework in specific marketing areas such as Social Marketing, International Marketing V/s Domestic Marketing. Export Documentation & Procedures. Rural Marketing, Cyber Marketing, Consumer Relationship Management.

### **Suggested Books:**

1. Marketing Mgt. by Philip Kotlar (PHI)
2. Marketing by Etzel. Walker. Stanton
3. Marketing Management by Rajan Saxena


## (IBM - 202) Fundamentals of Management-I

**OBJECTIVES** - To acquire Conceptual knowledge of the Fundamental Management and various type approaches. Discussion of the Fundamental Management role in business.

**COURSE OUTCOMES:** Discussion of the various types school of thought and used in business.

**Unit 1** Definition and meaning of management function and responsibility of management, Role of a manager, Principal of management school and thought of a management, Functional area of a management: Production and operation of management, HRM financial management and marketing management.

**Unit 2** Planning: Process types and significance. planning vs forecasting. objective, strategies and policies.

**Unit 3** Organizing: nature and purpose of organising, Importance and process of organising, Departmentation, organizational structures.

**Unit 4** Directing: Concept, Principles & Techniques of directing and Coordination Concept of leadership-Meaning. Importance, Styles, Supervision, Motivation Communication.

**Unit 5** The System and process of controlling control techniques. Coordination: meaning principle and Importance, External and Internal coordination. An overview of strategic management, SWOT analysis and BCG matrix. Strategic alternative-choices & evaluation.

### **Suggested Books:**

1. Pagare Dinkar Principles of Management
2. Prasad B ML Principles and Practice of Management
3. Satya Narayan and Raw VSP Principles and Practice of Management
4. Srivastava and Chunawalla Management Principles and Practice

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## (IBM- 203) Business Economics-I

**OBJECTIVES:** The aim of this course is to explain the nature and scope of managerial economics, role and responsibilities of economists. Students will thoroughly understand the law of demand, law of returns, market competition, BOP, National Income and Cost Benefit Analysis.

**OUTCOMES:** After completion of course, the students will be able to understand the concepts of micro and macroeconomics and exposed to theoretical and practical aspects of computation of BOP and National Income and other market competition dynamics.

**Unit 1** Introduction of Economics and Business Economics: Meaning, Nature and Significance of Economics and Evolution of Micro economics, Functions of Managerial Economics.

**Unit 2** Consumption and Demand analysis: Business significance of Consumption and Demand – Demand determinants – Law of demand and demand curves – Types of demand – Concept of elasticity – Methods of measuring price elasticity of demand – Relationship between price elasticity and sales revenue.

**Unit 3** Utility analysis, Marginal cost of utility, Indifference curve analysis, Assumption, Properties of Indifference curve, Theory of consumer surplus.

**Unit 4** Elements of cost, Factors of production, Theory of rent, Theory of interest, Theories of profit, Market analysis-Nature of market, Types of markets and their characteristics Pricing under different market structures- Perfect Monopoly, oligopoly and Monopolistic completion.

**Unit 5** Theories of factor pricing, factor pricing v/s product pricing, Theories of rent theories of interest theories of wages theories of profit, Concept of profit maximization

### **Suggested Books:**

1. Adhikari M Management Economics
2. Gupta G.S. Managerial Economics
3. Lal S.M. Principles of Economics
4. Vaish & Sunder Principles of Economics





## (IBM- 204) Financial Management – I

**OBJECTIVES** -To acquaint students with the techniques of financial management and their applications for business decision making. To familiarize students with MS Excel or spreadsheet applications of financial management and decision making

**COURSE OUTCOMES:** Understand basic concepts of financial management and their application in investment, financing and dividend decisions.

**UNIT 1** Introduction: Concepts, Nature, Scope, Function and Objectives of Financial Management. Basic Financial Decisions: Investment, Financing and Dividend Decisions.

**UNIT 2** Analysis and Interpretation of Corporate Final Accounts: Understanding the Parameters of health of Business: Liquidity, Profitability, Solvency and Efficiency through learning computation, analysis and interpretation of various tools of financial analysis Preparation of Cash Flow Statement as per Accounting Standard and its Analysis

**UNIT 3** Leverage Analysis: Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage.

**UNIT 4** Investment Decisions: Analysis of Risk and Uncertainty. Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment

Appraisal. Project selection on the basis of Investment Decisions. Valuating Investment Proposals for Decision Making. Capital Rationing

**UNIT 5** Management of Working Capital: Concepts, components, Determinants and need of Working Capital.

### **Suggested Readings:**

1. Weston Brigham, Managerial Finance, McGraw Hill, New York I.M. Pandey, Financial Management, Vikas Pub.House, New Delhi.
2. P. Chandra, Financial Management, TMH, New Delhi.
3. Khan & Jain, Basic Financial Management, TMH, New Delhi
4. Ravi M Kishore, Financial Management, Taxmann Publication, New Delhi.
5. Maheshwari, S.N., Financial Management, Principles & Practices, Sultan Chand & Sons, New Delhi.
6. Rajesh Kothari & Bobby Dutta, Contemporary Financial Management, Macmillan, New Delhi.





## (IBM- 205) Management Information System

**OBJECTIVES** - To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems

**COURSE OUTCOMES:** Relate the basic concepts and technologies used in the field of management information systems; Compare the processes of developing and Implementing information systems

**UNIT 1** The meaning and use MIS. System View of Business. Process of MIS. Development of MIS within the organization. Management Process. Information Needs.

**UNIT 2** Planning. Implementation and Controlling of Management Information System. System Approach in Planning Organizing and Controlling MIS.

**UNIT 3** Fundamentals of Data Processing, Computer Operation of Manual Information System, Components of Computer Systems, Flow Chart, Conversion of Manual to Computer Based Systems.

**UNIT 4** Managerial Decision Making, characteristics and components of Decision Support System, Computer Systems Software. Application Software, Telecommunication Modem.

**UNIT 5** System Design: System design consideration. input/output design. forms design. file organization and database, data-management, file design. program design. control and security.

### **Suggested Readings:**

1. Management Information System, W.S Javadekar, Tata Mc Graw Hill Publication.
2. Management Information System, David Kroenke, Tata Mc Graw Hill Publication.
3. MIS: Management Perspective, D.P. Goyal, Macmillan Business Books.
4. MIS and Corporate Communications, Raj K. Wadwha, JIBMmy Dawar, P. Bhaskara Rao. Kanishka Publishers.
5. MIS: Managing the digital firm. Kenneth C. Landon. Jane P. Landon, Pearson Education.






## **(IBM - 301) Production Management**

**OBJECTIVES** - To understand the problems and opportunities faced by the operations manager in manufacturing and service organizations. • To develop an ability to apply PPC concepts in a various areas like marketing, accounting, finance, engineering, personnel management, logistics, etc.

**COURSE OUTCOMES:** Recognize the objectives, functions, applications of PPC and forecasting techniques. 2. Explain different Inventory control techniques.

**Unit 1** Nature & Scope of Production Management, Functions of Production

Management, Production Systems, responsibilities of Production manager, Production Planning & Control (PPC), Objectives of PPC

**Unit 2** Types of manufacturing Systems: Intermittent & Continuous Systems etc., Product design & development.

**Unit 3** Plant Location & Plant layout.: Product Design & New product Development, Capacity Planning Process & Decisions.

**Unit 4** Materials Management & Inventory Control Purchasing Economic lot quality/Economic order quantity (EOR), Lead time, Reorder level. Brief of ABC analysis, Stock Keeping.

**Unit 5** Quality Control: Quality, Quality assurance, Quality Circles, TQM, JIT, Statistical Quality Control.

### **Suggested Books:**

1. Production Operation management B.S. Goel
2. Production & Operation Management Buffa
3. Production & Operation Management S.N. Chany



## (IBM- 302) Business Communication Skills- I

**OBJECTIVES:** The objective of the course is to help the students to acquire the basics of interpersonal communication, business communication and soft skills, so as to Improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world.

**OUTCOMES:** After completion of the course, students will be able to understand and effectively communicate within/ out of the organizations. To make capable use of basic formats of business writing letters/ reports/ proposals.

**Unit 1** Historical Background of Communication, Definition and Process of Communication, Essentials of Effective Communication, Barriers to Communication & Role of Communication in Organizational Effectiveness

**Unit 2** Public Speech – Composition Principles, Speech Delivering Skills, Group Discussion: Do's and Don'ts of Group Discussions, Communication in Committees, Seminars and Conference

**Unit 3** Non-Verbal Communication: Meaning, Types and Importance, Listening, Difference between Listening and Hearing

**Unit 4** Business Correspondence, Essentials of Effective Business Correspondence,

Structure of Business Letter, Types of Business Letter: Inquiry, Reply, Orders, Complaints, and Circular Letter

**Unit 5** Drafting of Notices, Agendas, Minutes, Job Application Letters, Preparation of Curriculum Vitae

### **Suggested Books:**

1. Bowman, Joel P and Branchaw, Bernadine P. "Business Communication: From Process to Product", Dryden Press, Chicago.
2. Rao, Nageshwar and Das R.P."Communication Skills" Himalaya Publishing House, Mumbai Kitty O- Locker, Business & Administrative Communication, TMH, New Delhi.
3. Murphy, Herta A and Peck, Charles E. "Effective Business Communications", Tata Mc Graw Hill, New Delhi.
4. Pearce, C Glenn etc. "Business Communication: Principles and Applications". John Wiley, New York.







## (IBM - 303) Management Accounting I

**OBJECTIVES** - Understanding the meaning of Management accounting, nature and scope. Discussion about the Functions and Techniques and utility of management accounting.

**COURSE OUTCOMES:** Explaining about the classification of the Budgets, and preparation of different types of budgets.

**UNIT – 1** Basics of Management Accounting: Meaning and definition of Management Accounting, Evolution of Management Accounting, Nature and Scope of Management Accounting, Relationship of Management Accounting with Other Branches of Accounting and Other Disciplines of Studies.

**UNIT – 2** Budgetary Control: Meaning of Budget, Budgetary Control and its use as a management tool. Functions of Budgets, Difference between Budgets and Forecasts.

**UNIT – 3** Planning Process and Budgetary Process. Stages in Budget Process, Various Types of Budgets. Zero Based Budgeting, Activity Based Budgeting, Fixed and Flexible Budgets. Behavioural Aspects in Budgeting

**UNIT – 4** Standard Costing; Introduction to Standard Costing, Cost Standards and their types, Standard Costing and Budgetary Control, Operation of Standard Costing System, Establishing Standard Costs, Analysis, Interpretation, Presentation and Disposal of variances

**UNIT – 5** Marginal Costing as a Tool for Decision Making; Make or Buy Decision, change in product Mix, Pricing Decisions, exploring a New Market, Shutdown Decisions

### Suggested Books:

1. Jawahar Lal. Cost Accounting, Tata McGraw Hill New Delhi
2. B.M. Lall Nigam and I.C. Jain, Cost Accounting, Principles, Methods and Techniques, PII Pvt. Ltd. New Delhi
3. H. V. Jhamb, H. V. Jhamb, Fundamentals of Cost Accounting, Anc Books Pvt Ltd. New Delhi
4. M. N. Arora, Cost Accounting – Principles and Practice, Vikas Publishing House, New Delhi.
5. M.C. Shukla, T.S. Grewal and M P. Gupta, Cost Accounting, Text and Problems, S. Chand & Co. Ltd., New Delhi.





## **(IBM - 304) Business Environment**

**OBJECTIVES** - To enable students to evaluate business and its environment. To enable students to understand business and society.

**COURSE OUTCOMES:** Students would be acquainted with business objectives, dynamics of business and environment, various types of business environment and its analysis.

**UNIT – 1** Meaning of Business Environment, Factors affecting environment to the business, Internal and external environment, micro environment, macro environment. Types of environments.

**UNIT – 2** Economic Environment: Nature of economy, structure of the economy, economic policies, economic conditions.

**UNIT – 3** Political Environment: Economic roles of the government, government and legal environment, economic roles of government of India, Technological Environment: Concept and significance of technological environment, regulation of foreign investment and collaboration.

**UNIT – 4** Social Environment: Business and society, business and culture, language, culture and organizational behaviour, other social/cultural factors, social responsibility of business.

**UNIT – 5** The contribution of public sector enterprises in India, Privatization and disinvestment in India, Foreign Direct Investment in India, its impact on Indian economy.

### **Suggested Books:**

1. Rangarajan, C.A.; Perspective in Economics, S. Chand & Sons, New Delhi
2. Cherunilam, Francis; Business Environment - Text and Cases, Himalaya Publishing House.
3. Aswath Appa, K.: Essentials of Business Environment, Himalaya Publishing House, New Delhi.



## (IBM - 305) E-BUSINESS

**OBJECTIVES** - This course provides an introduction to information systems for business and management. It is designed to familiarize students with organizational and managerial foundations of systems, the technical foundation for understanding e business

**COURSE OUTCOMES:** After Completion of the subject student should able to • Understand the basic concepts and technologies used in the field of management information systems; • Have the knowledge of the different types of E business

**UNIT 1 E-BUSINESS – An Introduction: 14 HRS** Introduction. E-Commerce – definition. History of E-commerce. types of E-Commerce B to B etc. Comparison of traditional commerce and e-commerce.

**UNIT 2 E-Commerce business models – major B to B, B to C model, Consumer-to-Consumer (C2C), Consumer-to-Business (C2B) model, Peer to Peer (P2P) model – emerging trends. Advantages/ Disadvantages of ecommerce, web auctions, virtual communities, portals, e-business revenue models.**

**UNIT 3 SECURITY FOR E-BUSINESS 14 HRS** Security threats – An area view – Implementing E-commerce security – encryption – Decryption, Protecting client computers E-Commerce Communication channels and web servers Encryption, SSL protocol, Firewalls. Cryptography methods. VPNs, protecting, networks, policies and procedures.

**UNIT 4 E-PAYMENTS - Types of E- payment system – Credit card payment, debit cards, accumulating balance, online stored value payment systems, digital cash, digital (electronic) wallets, agile wallet, smart cards and digital cheques. Secure Electronic Transaction (SET) protocol.**

**UNIT 5 E-BUSINESS MARKETING TECHNOLOGIES 14 HRS** E-Commerce and marketing B to B and B to C marketing and branding strategies, Internet frauds – Cyber Laws.

### **Suggested Books:**

1. Trites, G. and Boritz, J., e Business: A Canadian Perspective for a Networked World Pearson, Toronto Canada, 4 th Edition, 2013.
2. Afuah, A., Business Model Innovation: Concepts, Analysis, and Cases, 2014.





## **(IBM - 401) Organizational Behaviour-I**

**OBJECTIVES** - To acquire knowledge of organizational behaviour, its process, how it evolves with time. Understanding of learning, how it affects the behaviour and its theories/principles.

**COURSE OUTCOMES:** Describing the attitude, its sources and how it forms also what are its effects on individual behaviour and organizational behaviour as well. change.

**UNIT 1** Introduction to Organisational Behaviour, Concepts, Basic Behavioural Models, Foundations & contributing, Disciplines of O.B., Forms of organization structures.

**UNIT 2** Understanding Human Behaviour – Individual Differences, Personality, Attitude, Values, Status etc.

**UNIT 3** Intra Personal Processes – Perception, Learning, Power & Authority, Organisational Conflicts & its effects.

**UNIT 4** Inter Personal Behaviour, Relationship & Styles, Different theories of Motivation & Styles of Leadership.

**UNIT 5** Group Dynamics, Team Development & Team Building, Organisational Change & Organisational Development, OD Intervention...

### **Suggested Readings:**

1. Human Behaviour at Work – Davis Keith
2. Organisational Behaviour – Udai Pareek
3. Organisational Behaviour – Robbins Stephen



## (IBM- 402) Human Resource Management-I

**OBJECTIVES** - The functions, systems, policies and applications of Human Resource Management in organizations. An overview of theoretical foundations of key areas associated with HR development in the organizations

**COURSE OUTCOMES:** Integrated perspective on role of HRM in modern business.

Ability to plan human resources and Implement techniques of job design

**UNIT - 1** Growth of HR function. Nature and scope of HR Management function. Organization of the HR Department, Role and Responsibilities of HR Manager.

**UNIT - 2.** HR planning - Selection. Recruitment, e-recruitment. Training and development. Promotion, Transfers. Retirement and concept VRS AND CRS.

**UNIT - 3** Productivity – Job Evaluation, Role of Motivation, Non-financial incentives, Wage and Salary Administration, Fringe Benefits and Social Security.

**UNIT - 4** Performance Appraisal: Meaning, Nature and Techniques, Potential Appraisal Techniques. M.B.O.

**UNIT - 5** Employee Welfare -- Industrial Relation. Trade Unionism. Employee's Empowerment. Grievance Handling System. Workers Participation in Management.

### **Suggested Readings:**

1. Human Resource Management - R.S. Dwivedi, Galotti Pub., New Lehi,
2. Industrial Relations - Arun MO Nappa, Tata Mc Graw Hill Co., New Delhi. 3. Cases in HRM - Nageshwar Rao & R.P. Das, Himalaya Pub. House, Mumbai

## (IBM - 403) Business Costing

**OBJECTIVES** - The objective of the course is to equip the students with the ability to analysis interpret and use advanced cost accounting information in practical decision making. The course aims at explaining the core concepts of advanced cost accounting & its Importance in managing a business.

**COURSE OUTCOMES:** This course provides the students an understanding of the application of advanced cost accounting techniques for management such as single output costing, process costing, cost allocation, ABC costing, Responsibility Accounting & Strategic Cost Management etc.

**UNIT – 1** Basics of Costing: Meaning and definition of Cost Accounting, Concepts of Cost, Cost Object, Cost Centre and Profit Centre, Cost Control and Cost Reduction Classification of Costs, Overview of Cost Accounting Standards.

**UNIT – 2** Cost Elements: Material Cost- purchase procedure, store keeping and stock control, pricing issue of material and accounting thereof, perpetual inventory and physical stock taking, identification of slow, non-moving and fast-moving items, ABC analysis.

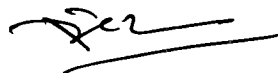
**UNIT – 3** Labour Costs – remuneration methods, monetary and nonmonetary incentive schemes, payroll procedures, labour analysis and idle time, measurement of labour efficiency and productivity, analysis of nonproductive time and its cost, labour turnover and remedial measures, treatment of idle time and overtime.

**UNIT – 4** Direct Expenses – nature, collection, classification and treatment. Overheads – nature, collection, classification, apportionment, allocation and absorption.

**UNIT – 5** Costing Methods: Unit Costing, Job Costing, Batch Costing, Process Costing, Contract Costing, Activity Based Costing, Target Costing, Costing for Services Sector.

### **Suggested Readings:**

1. N.S. Zad: Cost & Management Accounting Tax
2. Deepak Jain: Cost & Management Accounting Taxmen Publications Pvt. Ltd.




## (IBM - 404) Entrepreneurship Development

**OBJECTIVES** -To explain concepts of Entrepreneurship and build an understanding about business situations in which entrepreneurs act.

**COURSE OUTCOMES:** Learners will pick up about Foundation of Entrepreneurship Development and its theories.

**UNIT – 1** Introduction to Entrepreneurship Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Entrepreneur. The Entrepreneurial decision processes. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs.

**UNIT – 2** Creating and Starting the Venture Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process

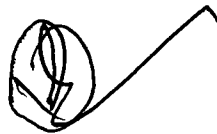
**UNIT – 3** The Business Plan Nature and scope of Business plan, Writing Business Plan. Evaluating Business plans. Using and Implementing business plans. Marketing plan. financial plan and the organizational plan, Launching formalities.

**UNIT – 4** Financing and Managing the new venture Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls. Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising

**UNIT-5** Institutional support to Entrepreneurship Role of Directorate of Industries, District Industries, Centres (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs).

### **Suggested Readings:**

1. Raj Shankar – “Entrepreneurship Theory and practice”. Vijay Nicole Imprints Pvt td, Chennai 2012
2. Kuratko. F.D. & Hodgetts.. “Entrepreneurship Theory. Process. Practice (6thed). Thomson South Western Pub. Singapore.
3. Desai Vasant. “Dynamics of Entrepreneurship Development and Management. Himalaya Pub House, Mumbai, 2008.



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### **(IBM- 405) Business ethics**

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

**COURSE OUTCOMES:** identify and evaluate business ethics theory and corporate social responsibility. Identify, interpret, and analyse the global, political, social, environmental, technological and cultural context of the business environment.

**Unit-1** Business Ethics: Introduction, Business Ethics and Management, Business Ethics and Moral Obligations: Corporate Social Responsibility; Corporate Governance; Report of the Kumar Mangalam Birla Committee on Corporate Governance.

**Unit-2** Ethical Issues related with Advertisement and Marketing; Secular versus Spiritual Values in Management, Work Ethics, Stress at Workplace

**Unit-3** Relevance of Values in Management; Gandhian Approach in Management and Trusteeship: Social Values and Political Environment

**Unit-4** Indian Ethos: Values and Ethics: Requisites for Ethics Globally. Role of Media in Ensuring Corporate Governance: Environmental Concerns and Corporations.

**Unit-5** A Holistic Management System; Management in Indian Perspective Social Values and Business, IBM's impact on Society on Different Issues and Business Participation in Cultural Affairs, Democracy Judiciary Machinery.

#### **Suggested Readings:**

1. Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
2. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
3. Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
4. Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
5. Mathur UC – Corporate Governance & Business Ethics (Mc Millan).

## (IBM - 501) Insurance and banking

**OBJECTIVES -:** To make the students understand the various services offered and various risks faced by banks. To make them aware of various banking innovations after nationalization to give them an overview about insurance industry.

**COURSE OUTCOMES:** Understand the risks faced by banks and ways to overcome them. Understand the difference between Life & Non-Life Insurance.

**UNIT 1 RISK AND INSURANCE** — Defining risk, nature and types of risk, risk management process. Risk and its relation with insurance. Concept and significance of insurance, classification of insurance life and non-life.

**UNIT 2 LIFE INSURANCE** — Life - general principles of insurance, products term insurance endowment. insurance. pensions. Group Insurance. IRDA.

**UNIT 3 OVERVIEW OF BANKING INDUSTRY:** - Banking structure in India- RBI. Commercial, Rural and Cooperative banks their role and significance. functions. SLR. CRR: Concepts, Banking Ratios.

**UNIT 4 GENERAL INSURANCE:** principles, products fire, marine, motor vehicles, public utility, third party insurance. group insurance, burglary insurance. Claims Settlements

**UNIT 5 BANKING RISKS AND RECENT DEVELOPMENTS** —Credit, liquidity, market, operation, interest rate solvency, Universal Banking, E-banking, Mobile banking. ALM Process. AML.

### **Suggested Readings:**

1. Banking Theory, Law & Practice, Gordon Natrajan, HPH
2. Insurance Management, S.C.Sahoo & S.C.Das. HPH
3. Bank Management & Financial Services, Rose, Hudgins. McGraw Hill
4. Risk Management & Insurance, Trieschmann, Hoyt, Sommer, Cengag
5. Banking and Insurance, Mohapatra and Acharya, Pearson





## (IBM- 502) Project Management

**OBJECTIVES** - To enable the students to acquire basic knowledge of different facets of Project Management.

**COURSE OUTCOMES:** On learning the course, the students will be able to Understand the different concepts of managing a project. Analyse the viability of a project

**UNIT 1** Introduction to project and projects. Characteristics and types of projects. Gaining Importance, project life cycle and its phases. Project selection. non-quantitative and scoring models. technical analysis and technology selection, market potential analysis and techniques of long-term forecasting.

**UNIT 2** Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner's perspective. Project Appraisal. Financial feasibility with risk. Types of risk, techniques of risk evaluation and its mitigation.

**UNIT 3** Network analysis. construction of networks, CPM, various types of floats and their application. PERT and its applications. Time cost relationship, crashing for optimum cost and optimum time. Resource levelling.

**UNIT 4** Human Aspects of Project management: project manager's skills and functions. matrix organization. Social Cost Benefit Analysis. UNIDO approach. shadow pricing.

**UNIT 5** Project monitoring, Earned Value Analysis, abandonment analysis. Termination and Audit. Reasons for failure.

### **Suggested Readings:**

1. Six Sigma Project Management: A Pocket Guide Author: Jeffrey N. Lowenthal ISBN: 0873895193 / 9780873895194 Year: 2002
2. Project Management Methodology : A Practical Guide for the Next Millenium Author: Irwin S. Ludin, Ken L. Robertson, Ralph L. Kliem ISBN: 0824700880 / 9780824700881 Year: 1997
3. Financially Focused Project Management Author: Thomas Cappels ISBN: 1932159096 / 9781932159097 Year: 2003





## (IBM - 503) Sales and Distribution Management

**OBJECTIVES** - The objective of this paper is to provide students' knowledge on sales and distribution strategies and their Implications in managerial decision making.

**COURSE OUTCOMES:** On successful completion of the course students will be able to understand sales and distribution strategies and their Implications in managerial decision making. Further the application of these strategies will help them in better corporate performance.

**UNIT 1** Personal Selling: The Role of personal selling in marketing mix. The personal selling process, selling process, Personal selling objectives, Types of Sale Jobs, Changing Scenario of Selling Environment.

**UNIT 2** Theories of Sales Management: objectives, Nature and Scope. Buyer- Seller Dyads, Theories of selling – AIDAS Theory, "Right set of circumstances" Theory, "Buying Formula".

**UNIT 3** Operational Sales Management: Understanding and Opportunities of Sales Promotion Trade Promotion Concepts; Selection, Training, Motivation and Compensation, Evaluation and Control of Sales Force.

**UNIT 4** Sales promotion's IBMpact on sales; Evaluation of sales promotion experiments; Choice and purchase timing models: Manufacturer promotion planning process; Retailer promotion planning process.

**UNIT 5** Distribution: Design of Distribution Channel, Management of Channels, Managing Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems.

### **Suggested Readings:**

1. Sales Management: Decisions, Strategies & Cases. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni. Pearson Education, Latest Edition
2. Sales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.I., Scheuing E.E., Tata McGraw- Hill, Latest Edition
3. Selling & Sales Management, David Jobber, Geoffrey Lancaster. Pearson Education. Latest Edition

## (IBM - 504) WAGES AND SALARY MANAGEMENT

**OBJECTIVES - OBJECTIVES** - The objective of this paper is to provide students' knowledge on wages and salary and their Implications in managerial decision making.

**COURSE OUTCOMES: COURSE OUTCOMES:** On successful completion of the course students will be able to understand wages and salary policies and their Implications in managerial decision making. Further the application of these strategies will help them in better corporate performance.

**UNIT 1** Introduction of Wages and Salary Management: Concept. Objectives Need. Characteristics and challenges of wages and salary management, General concept of wages and salary.

**UNIT 2** Facts of Wages: Definition, Meaning and characteristics of wages and salary. Difference between wages and salary, Wages structure, type of wage, theories of wage, fixation and payment of wage, payment of overtime.

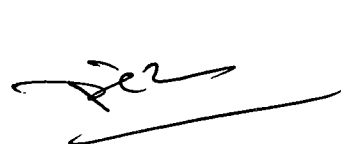
**UNIT 3** Salary Structure: Meaning and description of basic pay, Dearness allowance, House Rent Allowance and Other Allowances. Salary fixation- Principles, increment of Salary and Bonus. Incentive plans - Individual and group incentive plans, Retirement benefits

**UNIT 4** Job Evaluation and Record Keeping: Concept. Need and Techniques of Job evaluation. Record Keeping of Wages and Salary- e-record keeping of payment. payroll. pay slips and payroll reports

**UNIT 5** Regulation of Wages and Salary Administration in India: Brief description of Labour Act. Wage Board and Pay Commission. Implementation of minimum wage act in India.

### **Suggested Readings:**

1. Bhatia S.K. (2003), NEW COMPENSATION MANAGEMENT IN CHANGING ENVIRONMENT, Deep and Deep, Publishers, New Delhi.
2. Chappra T.N. (2006) ESSENTIALS OF ORGANIZATIONAL BEHAVIOR, Dhanpat Rai and Company Delhi.
3. Fisher, Cynthia D. Schoenfeldt Lyle F. Shaw James. B (2004) HUMAN RESOURCE MANAGEMENT, Biztantra, New Delhi p.543.
4. Flippo, Edwin B. (1989), PERSONNEL MANAGEMENT. Mc-Graw-Hill, Tokyo.


### (IBM - 505) Internship Viva Voce

Each student shall undergo practical training of eight weeks during the vacations after fourth semester two copies of report business/industrial / service organizations and submit at least two copies of the Summer Training Report to the Organization Principal Institution before the commencement of the end- final Examination. The Summer

Training Report Shall Carry 100 marks. It shall be evaluated for 50 marks by an External Examiner to be appointed by hall University and for the rest of the 50 marks by an Internal Examiner to be appointed by the Director/Principal of the Institution. Students are supposed to undertake research work on specific business organizations and perform a due diligent exercise of the company in the light of global competitiveness.

This may include an in-depth analysis of all-round performance of the company like financial and nonfinancial performance, global marketing strategy, change management, international management practices etc. A mid-term evaluation would precede the final submission which would carry a certain percentage of marks as decided by the Institute.

Guidelines for preparing the Summer Training Report INSTRUCTIONS FOR PREPARATION OF THE PROJECT REPORTS: Size:

International standard paper size A4 (297x210mm) should be used



## (IBM- 601) Management of Financial Market & Services

**OBJECTIVES** - The objective of the course is to provide the students with an understanding of financial markets, major institutions involved, the framework for these institutions etc. The prerequisite for the course is financial accounting and analysis and financial management

**COURSE OUTCOMES:** Summarise the basic functions and structures of the major financial markets and financial institutions. Interpret the key role of a central bank, banking and non-banking companies in the financial systems.

**UNIT 1** Financial system and its components. Financial markets and institutions financial intermediation flow of funds matrix financial system and economic development. An overview of Indian financial system

**UNIT 2** Financial Markets: Money market: functions, organisation, and instruments. Role of central bank in money market; Indian money market - An overview. Capital Markets functions, organisation, and instruments. Indian debt market; Indian equity market - primary and secondary markets; Role of stock exchanges in India.

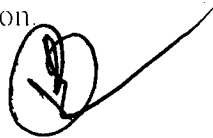
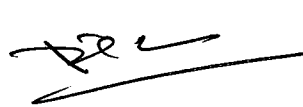
**UNIT 3** Financial Institutions: Commercial banking introduction, its role in project finance and working capital finance; Development Financial institutions (DFIs) - An overview and role in Indian economy; Life and non-life insurance companies in India; Mutual Funds - Introduction and their role in capital market development. Non-banking financial companies (NBFCs).

**UNIT 4** Financial Services: Overview of financial services industry: Merchant banking pre and post issue management, underwriting. Regulatory - framework relating to merchant banking in India.

**UNIT 5** Leasing and hire-purchase, Consumer, and housing finance; Venture capital finance; Factoring services, bank guarantees and letter of credit; Credit rating; Financial counselling.

### **Suggested Readings:**

1. M Y Khan. "Financial Services", TMH, 7th edition.
2. Ravi M. Kishore, "Financial Management", Taxmann's, 6th edition.
3. Bhole, L.M. and Jitendra Mahakud "Financial Institutions & Markets – Structure, Growth & Innovations". TMH 5th edition.
4. Anthony Saunders & Marcia Millon Cornett, "Financial Markets & Institutions". TMH. 5th edition.




## (IBM - 602) CONSUMER BEHAVIOUR

**OBJECTIVES** - The course provides students with an opportunity to develop an understanding about individuals and organizational consumers; and factors that influence their buying process which will help the business houses to form their marketing strategies. The case discussions will help to develop diagnostic ability, analytical skills, decision-making competency, and presentation skills etc. among the students.

**COURSE OUTCOMES:** On successful completion of the course students will be able to appreciate the Importance consumer in the market place. This course also will provide an opportunity to develop an understanding about individuals and organizational consumers and factors that influence their buying process of both types of the consumers.

**UNIT 1** Introduction to Consumer Behaviour, Concept, Scope and their applications. Information search Process. Evaluative Criteria and Decision Rules, Building Customer satisfaction.

**UNIT 2** Consumer Decision Making Process. Four views of Consumer decision rules: Economic man. Passive man. Emotional man, Cognitive man. Models of Consumer Decision making, Nicosia Model.

**UNIT 3** Consumer Motivation, needs and goals, Positive and Negative | Motivation, Dynamic nature of Motivation, Consumer Perception, Conceptual Frame Work. Cultural Influence. Dynamism of culture.

**UNIT 4** Consumer attitude and change. Influence of personality and self-concept on buying behaviour. Diffusion of innovations, Diffusion Process, the Adoption Process

**UNIT 5** Reference group influence, profile of consumer's opinion leadership, Industrial buying behaviour, CRM and consumer protection.

### **Suggested Readings:**

1. Bennet And Kasparian. CONSUMER BEHA VIOUR. Prentice Hall of India. New Delhi.
2. Michael R. Solomon. Consumer Behaviour. PHI Learning Private Limited. New Delhi. 2011
3. Ramanuj Majumdar, CONSUMER BEHAVIOUR. Prentice Hall of India. New Delhi. 2011
4. Loudon And Della Bitta, CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS. Tata McGraw Hill. New Delhi.2007
5. Berkman & Gilson. CONSUMER BEHA VIOUR: CONCEPTS AND STRATEGIES, Kent Publishing Company.

## (IBM - 603) EMPLOYEE RELATION AND COMPENSATION MANAGEMENT

**OBJECTIVES** - To promote understanding of issues relating to compensation or rewarding human resources in organizations and to Impart skills and designing, analysing, and restructuring reward management systems, policies and strategies.

**COURSE OUTCOMES:** The students will be able to: Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals.

**UNIT 1** Introduction to Employee Relation- Meaning, definition of employee relation. Nature of work and Importance of employee relationship, challenges and barriers of employee relation.

**UNIT 2** Employee Relations and Role of Employment-Determining shape of the Employee Relationship, Significance, Strategies and Policies of employee relations, Individualism and Collectivism, Joint and Unilateral regulation of employment.

**UNIT 3** Introduction to Compensation Management- Definition, Objectives, Principles, Importance of Compensation Management, Types of Compensation, Compensation Approaches.

**UNIT 4** Compensation Planning- Level, Structure and System. Decision of Compensation level and planning. Factors influencing Compensation Planning. Employee Benefit Programs, Nature and Types of Benefits

**UNIT 5** Designing Organization System- Building internally consistent Compensation System-Creating internal equity through job analysis and job evaluation, building market competitive compensation System, Compensation Surveys.

### **Suggested Readings:**

1. Richard I. Dersom. I. Richard, Compensation Management, Pearson Education,
2. Henderson I. Richard, Compensation Management in a knowledge-based world, Prentice Hall India, New Delhi.
3. Thrope Richard &Homen Gill, Strategic Reward Systems, Prentice Hall India, New Delhi.
4. Milkovich &New Man, "Compensation", 2005. Tata McGraw - Hill, New Delhi.

## (IBM - 604) Management of Training and Development

**OBJECTIVES** -To conduct training need analysis for the job, person and organization keeping in view the current and future requirements. To design the training programmes to aids

**COURSE OUTCOMES:** The students will be able to: Study training programs and processes in different organizations and analyse their effectiveness. Design a training program for a specific job role.

**Unit 1 Job** analysis – manpower planning – at the start of the business and as ongoing process – performance appraisal – standards, methods, errors.

**Unit 2 Learning Objectives** – domains of learning – methods of learning – Importance of teaching techniques – instruction technology – instructor behaviour – attention versus involvement.

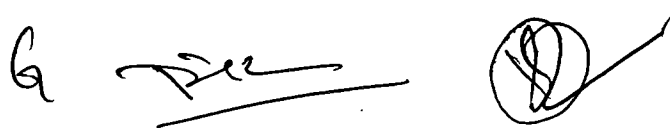
**Unit 3 Need for Training and Development** – Role of Development officers – administrators, consultants, designers and instructors – determining training needs – potential macro needs – usefulness of training – development of competency-based training programs – E-valuation of training programs

**Unit 4 Methods of training** – on the job training – off the job training – choosing optimum method – the lecture – field trips – panel discussion – behaviour modelling – interactive demonstrations – brain storming.

**Unit 5 Role-plays** reverse role plays, rotational role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, T-groups, data gathering, grouping methods, transactional analysis, exception analysis.

### **Suggested Readings:**

1. B. Taylor & g. Lippitt: management development and training handbook.
2. William e. blank, handbook for developing competency-based training programmes, prentice-hall, new jersey.
3. David a. DeCenzo & Stephen probing: fundamentals of human resource management



## (IBM - 605) COMPREHENSIVE VIVA-VOCE

**OBJECTIVE:** To assess the theoretical/ conceptual as well as personality-based communication skills/ behavioural competence of the students, so as to evaluate the subjects taught in the entire two-year program.

**OUTCOME:** Extensively beneficial in the assessment of students' decision-making skills, interview skills, and face to face effective communication skills and understanding their domain knowledge testing. Helpful in encouraging their application testing abilities of theory with conceptual clarity.

The Comprehensive Viva-Voce Examination would assess the theoretical, practical as well as behavioural competence of the candidate. The evaluation is panoramic covering the subjects taught in the entire two-year program to examine the managerial skills the candidate is supposed to possess.

The Assessment/ Evaluation will be done by a Panel consisting of Head of Department and One Internal Faculty in case of University Department and Head/Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University, in case of All Affiliated Colleges of the University.

In case of special circumstances / natural calamities / pandemic condition, offline / online Comprehensive viva-voce may also be arranged / conducted subject to the mutual consent of external examiner / internal examiner, as per directives issued time to time.



## (IBM--701) MANAGEMENT CONCEPTS & PROCESSES

**OBJECTIVES:** The objective of this course is to deliver the in-depth knowledge about various concepts and processes of management to the students. It highlights the principles, functions, responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyse and understand the environment of the organization.

**OUTCOMES:** After completion of course, the students will be able to understand the various concepts, principles, functions and practices of management. Better understand the key role of managers in an organization. Learn about coordination, decision making concept and able to enhance their potential skills.

**Unit 1** Scientific Management Approach to Management, System Approach to Management, Human Relations Approach to Management, Principles of Management.

**Unit 2** The Concept of Planning, Process of Planning, Types of Plans, Management by Objectives (MBO).

**Unit 3** Process of Organizing – Span of Management and Levels of Authority, Delegation of Authority, Decentralization of Authority, Line and Staff Organization.

**Unit 4** Nature & Process of Decision Making – Group Decision Making, Guidelines for Effective Decision Making, Management by Exception.

**Unit 5** Concept and Process of Management Control. Types of Control. Principles of Controlling. Techniques of Management Control.

### **Suggested Readings:**

1. Stoner and Freeman, Management, Prentice Hall, N. Delhi.
2. Koontz, O' Donnell & Wehrich, Essentials of Management- An International Perspective. Tata McGraw Hill, New Delhi.
3. Peter F. Drucker, Management - Tasks, Responsibilities and Practice, Allied Publishers, Ahmedabad.
4. Peter F. Drucker, The Practice of Management, Allied Publishers, Ahmedabad.
5. Massie, Essentials of Management, AITBS, New Delhi.
6. Terry and Franklin, Principles of Management, AITBS, New Delhi

## (IBM-702) MANAGERIAL ECONOMICS

**OBJECTIVES:** The aim of this course is to explain the nature and scope of managerial economics, role and responsibilities of economists. Students will thoroughly understand the law of demand, law of returns, market competition, BOP, National Income and Cost Benefit Analysis.

**OUTCOMES:** After completion of course, the students will be able to understand the concepts of micro and macroeconomics and exposed to theoretical and practical aspects of computation of BOP and National Income and other market competition dynamics.

**Unit 1** Nature and Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.

**Unit 2** Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus.



**Unit 3** Law of Returns and Production Functions, Cost Concepts, Cost Classifications, Economies and Diseconomies of scale, Cost-Output relationships.

**Unit 4** Price-output decisions under different market conditions - Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition.

**Unit 5** Input- Output Analysis, Trade Cycle, Balance of Payments, Concept and Measurement of National Income, Cost Benefit Analysis.

### **Suggested Readings:**

1. Adhikari. Business Economics., New Delhi, Excel Books.
2. Varshney & Maheshwari. Managerial Economics, Sultan Chand, New Delhi.
3. Chopra. O.P., Managerial Economics, New Delhi, Tata McGraw Hill.
4. Keat Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey.
5. Kouts Yiannis. A. Modern Micro Economics, New York, Macmillan.
6. Trivedi M.L. Managerial Economics, Tata McGraw- Hill, New Delhi.
7. Mehta P.L., Managerial Economics: Analysis, Problems & Cases, Sultan Chand & Sons, New Delhi.
8. Mathur, N.D. (2010), Managerial Economics, Jaipur: Shivam Book House

## (IBM-703) ACCOUNTING FOR MANAGERS

**OBJECTIVES:** The objective of this course is to acquaint the students with basic concepts of Financial Accounting, Financial Statement Analysis, Management Accounting, Budget and Budgetary Control and HR Accounting. Further to develop understanding of Accounting for Managers for Decision Making.

**OUTCOMES:** After completion of course, the students will be able to understand the basic concepts of Financial, Cost and Management Accounting. To prepare financial statement in accordance to GAAP and to develop practical skills by analysing the financial statement as decision making for the business.

**Unit 1** Financial Accounting – Concept, Nature, Scope and Importance, Generally Accepted Accounting Principles, Preparation of Financial Statements.

**Unit 2** Financial Statement Analysis - Ratio Analysis, Funds Flow Analysis.

**Unit 3** Management Accounting – Concept, Nature, Need, Scope and Importance; Marginal Costing, Accounting for Decision-Making, Breakeven Analysis.

**Unit 4** Budget and Budgetary Control, Types of Budgets – Flexible Budget, Cash Budget, Capital Expenditure Budgeting, Zero-Base Budgeting.

**Unit 5** Responsibility Accounting, Value Added Accounting, Human Resource Accounting, Inflation Accounting, Environmental Accounting

### **Suggested Readings:**

1. M Y Khan & P K Jain, Management Accounting, Tata McGraw- Hill, New Delhi.
2. Bhattacharya S K and Dearden J, Accounting for Management: Text and Cases, Vikas, New Delhi.
3. Ashok Sehgal, Advanced Accounting, Taxman Publication, New Delhi.
4. Hingorani, N L. and Ramanathan, A.R. Management Accounting., New Delhi. Sultan Chand. Sharma & Gupta, Management Accounting & Financial Management, Kalyani Publishers, New Delhi.
5. Jagdish Prakash & Nageshwar Rao “Prabandh Lekhankan” Prayag Pustak Sadan, Allahabad Ravi M Kishore, Financial Management, Taxman Publication, New Delhi.
6. Vij, Madhu. Financial and Management Accounting. New Delhi, Anmol Publications.
7. Bhattacharyya, “Financial Accounting” Prentice Hall of India Ltd, New Delhi
8. Kothari, Rajesh, Godha Abhishek, “Management Accounting-Concept & Applications, Macmillan, New Delhi





## **(IBM-704) ORGANIZATIONAL BEHAVIOUR**

**OBJECTIVES:** The objective of this course is to understand the human behaviour within the organizational environment so that they can Improve their HR skills for attainment of their goals.

**OUTCOMES:** After completion of course the students will be able to understand and apply the theories of OB under HR practices. Analyse the key issues relating to Human elements such as Perception, Learning, Motivation and Leadership etc.

**Unit 1** Organizational Behaviour: Definition, Concept, Significance, Level of Organisational Behaviour, Managerial Skills Influencing OB.

**Unit 2** Personality: Meaning, Determinants, Types, Theories of Personality – Trait Theory and Freud theory.

**Unit 3** Attitude: Definition, Meaning, Components of Attitude. Perception: Meaning, Elements, factors Influencing Individual Perception Process.

**Unit 4** Learning: Meaning, Effectiveness of Learning. Motivation: Meaning, Types, Theories of Motivation, Maslow's Theory of Need, Herzberg

**Unit 5** Leadership: Meaning, Styles of Leadership, Theories of Leadership Charismatic Group: Meaning, Types of Groups, Group dynamics, Group Decision Making.

### **Suggested Readings:**

1. Luthans Fred, Organisational Behaviour., New York, McGraw Hill.
2. Robbins S.P., Organisational Behaviour, New Delhi, PHI.
3. Meshane & Vonglinow, Organisational Behaviour, Tata McGraw- Hill, New Delhi
4. Staw, B.M. Psychological Dimensions of Organisational Behaviour, Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Davis Keith, Human Behaviour at Work, TMH, New Delhi
6. Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai
7. Hersey Paul and Blanchard, Management of Organisational Behaviour, Prentice Hall of India, New Delhi.
8. Uma Shekhar an, Organisation Behaviour, TMH, New Delhi.

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## (IBM-705) BUSINESS AND LEGAL ENVIRONMENT

**OBJECTIVES:** The objective of this course is to understand the laws related to business environment activities which influences the corporate sector. To develop BLE focus and to develop a practical approach towards Business legal framework among the students with various laws and practices.

**OUTCOMES:** After completion of course, the students would be able to understand and legal system or laws related to business activities. They will develop the relationship between various laws and economic activities for the attainment of business goals.

**Unit 1** Business Environment: Nature, Scope and its relevance in Business Decision Making. Political, Social, Cultural & Economic Environment.

**Unit 2** Recycling Industry, Industrial Pollution – Air, Water, Land Pollution and Business ethics.

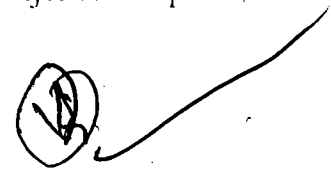
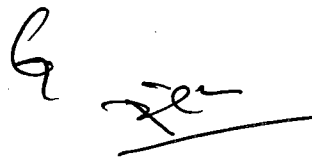
**Unit 3** The Indian Contract Act 1872, Essentials of a Valid contract Void agreements.

**Unit 4** The Sale of Goods Act 1930: Formation of a contract, Rights of an unpaid seller, Performance of Contracts & its remedies

**Unit 5** Performance of Contracts & its remedies Nature and Types of Companies. Formation. Prospectus. Allotment of Shares.

### Suggested Readings:

1. Francis Cheromiah, Business Environment
2. Adhikari, M., Economic Environment of Business
3. Sampat Mukerjee, Economic Environment of Business Dwijendra Tripathi, Business Politics in India



## **(IBM- 801) Human Resource Management**

**OBJECTIVES:** The objective of this course is to help the students to understand the various dimensions of Human Resources which can be connected to HR Dynamics/concepts and helpful in formulating the HR policies and practices.

**OUTCOMES:** After completion of course, the students would be able to understand the theories/ concepts and HR practices covered under the field of HRM. Understand the differences between training and development, selection and recruitment, role of HR manager etc.

**Unit 1** Introduction: Concepts and Functions of Human Resource Management, Role of Human Resource Managers, Meaning and Process of Human Resource Planning, Job Analysis.

**Unit 2** Job Evaluation: Meaning, Objectives and Methods of Job Evaluation. Wage, Salary and Employee Benefits: Meaning of Wages/ Salary, Minimum Wages, Fair Wages and Living Wages.

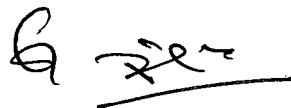
**Unit 3** Employee Recruitment: Meaning, Sources and Methods of Employee Recruitment. Employee Selection: Meaning and Process of Scientific Methods of Employee Selection. Interview Methods for Employee Selection.

**Unit 4** Training and Development: Meaning of Training and Development, Process of Employee Training, Methods of Training Need Identification,

**Unit 5** Methods of Training Delivery, Need and Methods of Training Evaluation,

### **Suggested Readings:**

1. Aswath Appa. K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi.
2. De Cenzo. D.A. & Robbins S P. Human Resource Management. New York. John Wiley.
3. Ivancevich, Human Resource Management. TMH. New Delhi.
4. Holloway, J. ed. Performance Measurement and Evaluation. New Delhi, Sage. Rao and Das R.P., Cases in Human Resource Management, Himalaya Publishing House. Mo Nappa, A. & Saiya Dain M. Personnel Management.



## (IBM-802) FINANCIAL MANAGEMENT

**OBJECTIVES:** The objective of the course is to understand the concepts of Business Finance and it also aims at learning of financial tools and developing the skills of financial analysis and financial decisions.

**OUTCOMES:** After completion of the course, students will be able to understand the theories/ concepts of Financial Management, sources of finance and to make financial decision. To analyse the financial statements through CFS, FFS and Ratio Analysis.

**Unit 1** Financial Management: Nature, Scope and Objectives, Finance Functions, Profit Maximization v/s Wealth Maximization. Financial Forecasting. Retail Finance and its Importance.

**Unit 2** Leverages: Operating, Financial and Combined Leverage; Investment and Capital Structure Decisions; Payback period, Accounting Rate of Return, Internal Rate of Return and Time value of money methods.

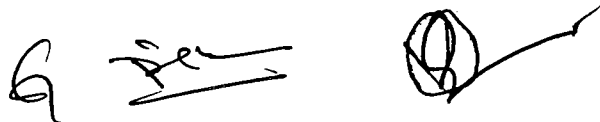
**Unit 3** Cost of Different Sources of Raising Capital; Equity Capital, Debt capital, Retained Capital, Preference Capital, Term Loan and Lease Financing. Optimum Capital Structure.

**Unit 4** Factors Influencing Dividend Policy, Dividend Theories, Forms of Dividend Policies. Types of Dividends. Dividend Payment Practices in India.

**Unit 5** Management of Working Capital - Concept of Working Capital. need and influencing factors. Estimation of Working Capital. Inventory and Receivables Management.

### **Suggested Readings:**

1. Hampton, John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Van Horner, James C. Financial Management and Policy, New Delhi, Prentice Hall of India.
3. Ross, Westerfield & Jordan, Fundamental of Corporate Finance, TMH, New Delhi. J.C. Van Horne. Fundamentals of Financial Management, PHI, New Delhi.
4. Weston Brigham, Managerial Finance, McGraw Hill, New York I.M. Pandey, Financial Management. Vikas Pub.House, New Delhi.



## **(IBM-803) MARKETING MANAGEMENT**

**OBJECTIVES:** The objective of this course is to Impart the students' exposure of modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

**OUTCOMES:** After completion of the course, students will be able to understand the dimensions of marketing with using management in to the business. Correlate the marketing theories with practical situations. Develop new marketing mix strategies for the up-coming market.

**Unit 1** Marketing: Concept, Nature and scope. Marketing Environment

**Unit 2** Marketing Information & Research, Market Segmentation and Targeting.

**Unit 3** Buying Behaviour, Understanding Consumer & Industrial Markets Product Decisions. Pricing Decisions (Elementary idea Only).

**Unit 4** Channel Management. Promotion Management (Elementary idea Only).

**Unit 5** Marketing Control. Specific Marketing Issues: Rural Marketing, Retail Marketing. Marketing of E-Business, Consumerism, Globalisation.

### **Suggested Readings:**

1. Philip Kotler, Marketing Management Analysis, PHI, New Delhi.
2. Stanton & Futrell, Fundamentals of Marketing, McGraw Hill, New York.
3. McCarthy, Basic Marketing, Universal Book Sellers, New Delhi.
4. Philip Kotler & Armstrong Jr., Principles of Marketing: PHI, New Delhi. Rajiv Lal. Quelch & Kasturirangan. Marketing Management- Text and Cases. TMH. New Delhi.
5. Czinkota&Kotabe, Marketing Management, Vikas Publications. New Delhi
6. Jayachandran S. Marketing Management, Text & Cases, Excel Books, New Delhi.
7. Suresh K. Green Marketing, ICFAI University Press, Hyderabad.
8. Saxena Rajan, Marketing Management, Tata McGraw Hill, New Delhi.

## (IBM-804) PRODUCTION AND MATERIALS MANAGEMENT

**OBJECTIVES:** The objective of this course is to help the students to understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production/materials management related problems. Encourage the learners with brain storming new product design ideas.

**OUTCOMES:** After completion of the course, students will be able to understand the basic functions and their applications of production. Practical approaches to Plant location, layouts, product design, capacity planning, materials purchase/classification/codification decisions and processes. Develop new production ideas w.r.t. Startups/MSMEs and apply TQM practices.

**Unit 1** Nature, Significance, Scope, Role, Functions of Production Management. Relationship with other Management Functions. Different Production Systems

**Unit 2** Plant Location, Plant Layout, Product Design & New product Development, Capacity Planning Process & Decisions.

**Unit 3** Scheduling and Sequencing – Conceptual Framework, Industrial Safety Management, Waste Management and Scrap Disposal, JIT Approach.

**Unit 4** Materials Management – Principles, Value Analysis, Variety Reduction, Material Handling, Classification and Codification.

**Unit 5** Work Measurement Techniques – Work Study and Method Study- Conceptual Framework of Statistical Quality Control (SQC) & TQM. Maintenance Management. TPM.

### **Suggested Readings:**

1. Adam, E& Ebert, R.J. "Production & Operation Management., New Delhi, PHI.
2. Amrine Harold T. etc. Manufacturing Organisation and Management. Englewood Cliffs, New Jersey, PHI Inc.
3. Buffa, E.S. Modern Production Management, John Wiley (New York).
4. Dobler, Donald. W & Lee Lamar "Purchasing & Materials Management, New York, Mc Graw Hill.
5. Dilworth, James B. Operations Management: Design, Planning & Control for Manufacturing & Services. Singapore. Mc Graw Hill.
6. Manocha R.C., Production and Operations Management. Excel Books. New Delhi.

## (IBM-805) COMMUNICATION SKILLS

**OBJECTIVES:** The objective of the course is to help the students to acquire the basics of interpersonal communication, business communication and soft skills, so as to Improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world.

**OUTCOMES:** After completion of the course, students will be able to understand and effectively communicate within/ out of the organizations. To make capable use of basic formats of business writing letters/ reports/ proposals.

**Unit 1** Importance and Nature of Business Communication, Process of Communication Channels and Media of Communication, Communication Networks, Effectiveness of Communication.

**Unit 2** Barriers and Gateways in Communication; Written Communication; Writing Business Reports, Resume Development.

**Unit 3** Communication in meetings, Oral presentation skills, public speaking, Facing Job-Interview.

**Unit 4** Listening Skills, Conversation Skills, Non-verbal Communication, Legal aspects in Business Communication.

**Unit 5** Feedback Skills, Counselling Skills, Negotiation Skills, Communication on Disciplinary Matters.

### **Suggested Readings:**

1. Bowman, Joel P and Branchaw, Bernadine P. "Business Communication: From Process to Product". Dryden Press, Chicago.
2. Rao, Nageshwar and Das R.P." Communication Skills" Himalaya Publishing House, Mumbai Kitty O- Locker, Business & Administrative
3. Communication, TMH, New Delhi. Murphy, Herta A and Peck, Charles E. "Effective Business Communications", Tata Mc Graw Hill, New Delhi.
4. Pearce, C Glenn etc. "Business Communication: Principles and Applications", John Wiley, New York.
5. Mehta D and Mehta N. K" A Handbook of Communication Skills Practices" Radha Publications, New Delhi.

## (IBM- FA- 901) GLOBAL FINANCE & FINANCIAL SERVICES

**OBJECTIVES:** The objective of this course to to understand the role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. To provide a conceptual framework of the Working of International Financial Institutions, Money Markets, Exchange Transactions and Capital Markets

**OUTCOMES:** After completion of the course, students will be able to understand the international foreign exchange market. To understand the concept of Indian Financial Services with the different aspects management and managerial strategies.

**Unit – 1** Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; New Financial Products and Services; Innovative financial Instruments.

**Unit – 2** Mutual Funds; Types/Classification of Funds, Reasons for Slow Growth. Merchant Banking; Meaning, Scope and Services of Merchant Banks. Managing of Issue Shares and Bonds; Debt Securitization; Credit Rating; Credit Cards.

**Unit – 3** Venture Capital; Concept, Meaning, Features, Scope of Venture Capital and Method of Venture Financing. Factoring, Forfeiting and Bill Credit Discounting.

**Unit –4** International Financial Management: Nature, Scope and Objectives. International Financial System and institutions: IMF, World Bank. Foreign Exchange Market and its Functions.

**Unit – 5** An Overview of Financial Derivatives – Future; Forward Agreement Future Agreement. Foreign Direct Investment (FDI) – Forms of FDIs – FDI in World – purpose of overseas investment – Benefits to the Host Countries – Effects of FDI – Political Risk.

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**Suggested Readings:**

- Bhalla, V.K. Management of Financial Services. Anmol, New Delhi.
- Joseph Anbarasu. GLOBAL FINANCIAL MANAGEMENT, Ane, Delhi, 2010
- Bhalla, V.K. And Dilbag. Singh. International Financial Centres. New Delhi, Anmol.
- Ennew C, Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Pub.
- Gordan, E and K. Natrajan Emerging Scenario of Financial Services, Himalaya Publishing House.
- Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, PHI.
- Bhalla, V.K. International Financial Management, New Delhi, Anmol.
- Buckley, Adrian, Multinational Finance, New York, PHI.
- A.P.G. Apte. International Financial Management, TMH, New Delhi.



## (IBM- FA- 902) INSURANCE AND BANK MANAGEMENT

**OBJECTIVES:** To acquaint participant with the basic concept of Insurance and Banking sector.

**OUTCOMES:** At the end of the course students should be able to; To enable the students to gain acumen, insight and through knowledge relating to the various aspects of Insurance and Banking sector and their regulatory frameworks.

**Unit – 1** Understanding Banking: Evolution of Banking, Banking in India, Types of Banks. Roles of Banks (viz. Intermediation, Payment system, and financial services), Banking Regulations- BASEL Norms. Banking Products – Fee based and fund based. Banking Structure in India- RBI.

**Unit –2** Bank Management: Liquidity Management, Investment Management, Loan Management. Liability Management, Credit Management, Risk Management, Commercial banks' Balance Sheet and Income Statement, Relationship between B/S and Income Statement, Return on Equity Model, Important ratios used in Balance Sheet Analysis.



**Unit –3** Understanding Insurance: Definition of Insurance, General Principles of Insurance. Insurance Application and Acceptance Procedure, Insurance Terminology

**Unit – 4** Life Insurance: Life Insurance Definition, General Principles of Life Insurance. Types of Life Insurance Products- Whole Life Policy, Term Policy, Endowment Policy, Annuities Types. Claim Management of Claim Settlement. Analysis of Balance Sheet of a Life Insurance Company.

**Unit – 5** General Insurance: General Insurance Definition, General Principles of General Insurance, Marine Insurance. Fire Insurance, Motor Vehicle Insurance, Public Liability Insurance, Third Party Insurance, Mediclaim and Health Policies, Group Insurance. Burglary Insurance.

### **Suggested Readings:**

1. Banking Theory, Law & Practice, Gordon Natrajan, HPH
2. Insurance Management. S.C. Sahoo & S.C. Das, HPH
3. Bank Management & Financial Services, Rose, Hudgins, McGraw Hil.
4. Risk Management & Insurance. Trieschmann. Hoyt. Sommer. Cengage Banking and Insurance. Mohapatra and Acharya. Pearson

## (IBM- FA- 903) INVESTMENT MANAGEMENT

**OBJECTIVES:** The objectives of this course are to provide the students in-depth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

**OUTCOMES:** After completion of the course, students will be able to understand the concept of investment and its types. Understand the risk and return analysis with the valuation of securities under different techniques.

**Unit – 1** Investment Return and Risk, Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers.

**Unit –2** The Return to Risk and the Investment Decision; Government Securities: Investment Instruments of the Money Market: Fundamental and Technical Analysis. Efficient Market Theory.

**Unit –3** Portfolio Analysis: Meaning – Traditional Vs Modern Portfolio Analysis – Return on Portfolio – Risk on Portfolio – Diversification of Investments – Reduction of Portfolio Risk through Diversification – Security Returns Perfectly Positively Correlated.

**Unit –4** Markowitz Model: Assumptions – Parameters – Effect of Combining Two Securities – Interactive Risk Through Covariance – Coefficient of Correlation – Change in Portfolio Proportions.

**Unit – 5** Portfolio Selection: Meaning – Feasible Set of Portfolios – Efficient Set of Portfolios Selection of Optimal Portfolios (Including problems). Sharpe Single Index Model.

### **Suggested Readings:**

- Avdhani V. A., Security analysis and Portfolio Management, Himalaya Publishing House. Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management, New Delhi, S. Chand.



- Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management, New Delhi, PHI.
- Dhanesh Khatri, "Security Analysis and Portfolio Management" Macmillan, New Delhi Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management., Delhi, S. Chand.
- Elton, Edwin J and Gruber, Martin J. Modern Portfolio Theory and Investment Analysis. New York, John Wiley.
- Lee, Cheng F. etc. Security Analysis and Portfolio Management. Scott. Foresman.
- Markowitz, Harry M. Mean. Variance Analysis in Portfolio Choice and Capital Markets. London, Basic Blackwell.
- R. P. Rustagi, Security analysis and Portfolio Management, Taxman Publications
- Rajesh Chakrabarty and De, Capita Markets in India, Sage Publication

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## (IBM- FA- 904) INTERNSHIP VIVA VOCE

**OBJECTIVES:** The objective of the Internship program is to encourage the skills development of MBA (Financial Administration) students (in Financial Administration functional area. To encourage practical thinking and application of management/ functional knowledge.

**OUTCOMES:** Live direct/ hands-on. on the spot field exposure with the different formats of business organizations. Helpful in developing problem-solving approach. innovative thinking in all possible formats of organization. backed-up with improvement in communication and presentation skills as well as appropriate understanding of team work approach.


Internship is mandatory to encourage the skills development of MBA Students (in all/any specialized functional areas. In order to encourage practical thinking and application of Management knowledge (knowledge of Business Ethics and Social Responsiveness, Critical Thinking Business Analysis, Problem solving and Innovation, Business Environment and Domain Knowledge, Effective Communication Leadership and Team Work), Student shall be required to undertake 6-8 weeks practical training in an Organization (Irrespective Of Size) connected with Industry/Trade or Commerce, NGO, Social Work, any Government body/MSME/SSI/Business/Partnership Firm/ Sole-Proprietor Firm. Startup /Service Sector/Any other type of Private sector organization / Undertaking / Business Enterprise Franchisee/Business House/Export House etc.

The student shall be solely and purely assessed/evaluated only on the basis of performance of presentation based on Practical thinking/ Application of Management Knowledge/ Communication/Negotiation/Managerial skills learnt during training/internship. This Oral Presentation shall constitute as a part of the MBA Full Time III<sup>rd</sup> semester examination and shall carry 50 marks. The Assessment/ Evaluation will be done by a Panel consisting of Head of Department and One Internal Faculty in case of University Department and Head/Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University. in case of All Affiliated Colleges of the University.

The student shall be required to submit a Self-Declaration Form certifying his/her of completing the Internship as per the directions stated above. It shall be the sole responsibility of the student as regards truthiness of the Certificate and Institute and Director (Head)/ Faculty of the Institute (Department) shall in no way be responsible for it.

If at any stage the Self Declaration given by the candidate is found false/untrue. appropriate measures as provided in the Rules / Regulations of the University shall be taken. If a student fails to undergo the Internship and appear in Presentation, he/she will be awarded ATKT in the above Subject.

In case of special circumstances / natural calamities / pandemic condition, offline / online internship / internship presentation may also be arranged / conducted subject to the approval of competent authority.



**IBM- FA- 905 Elective – 1 (a)**  
**Indian Financial Systems**

**OBJECTIVES:** The objectives of this course aim at providing the students the intricacies of Indian financial system for better financial decision making.

**OUTCOMES:** After completion of the course, to understand the financial system and its structure. To understand the financial institutions and their functions. To acquire knowledge of various markets in financial markets. To understand the different financial instruments and services available. To understand the roles of regulatory bodies in the Indian financial system.

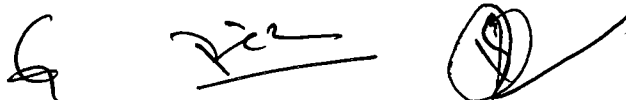
**UNIT – 1 CONCEPT OF FINANCIAL SYSTEM;** Formal and informal financial systems. Functions of financial system, Nature and Role of financial institutions and financial markets, financial system and the economy.

**UNIT – 2 MONEY MARKET:** Emerging Structure of Indian Money Market; Instruments of Money Market; Money Mutual Funds, Commercial Banks — Role in Industrial Finance and Working Capital Finance.

**UNIT – 3 CAPITAL MARKET:** Concept, Structure and Functions of Capital Market; Primary Market- Instruments of Issue and Methods of Flotation; Secondary Market — Concept, Market Players, trading System and Settlement.

**UNIT – 4 INSTITUTIONAL STRUCTURES — INDIAN FINANCIAL INSTITUTION:** Development Banks- FCLICICI, Sits and IDBI; Investment Institutions —UTI and other Mutual Funds; Insurance Organization- Life Insurance Corporation of India.

**UNIT – 5 DEVELOPMENT BANKS** Concept of Development Bank and their needs in Indian Financial System — Difference with Commercial Banks — Major Development Banks and their Functions (IFCI, IDBI, ICICI, EXIM Bank, SIDBI, SFCs, NABARD).



**Suggested Readings:**

- Avdhani. 1999. Investment and Securities Markets in India. Delhi. Himalaya Publications.
- Varshney, P.N., 1999, Indian Financial System, New Delhi, Sultan Chand & Sons.
- Srivastava R.M., 2001. Management of Indian Financial Institution, Mumbai Himalaya Publishing House. Punithavathy Pandian – Financial Services and Markets, Vikas publishers.
- Gordon and Natarajan – Financial Markets and Services, Himalaya Publishing House.

## IBM- FA- 905 Elective – 1 (b)

### Behavioural Finance and Technical Analysis

**OBJECTIVES:** The purpose of this course is to introduce the student to the new field of behavioural finance. 2 Students will deal with major implications of human psychology for financial decisionmakers and for financial markets. 3 students will be able to have a good understanding of the major concepts and topics of behavioural finance.

**OUTCOMES:** Behavioural finance can be analysed to understand different outcomes across a variety of sectors and industries. One of the key aspects of behavioural finance studies is the influence of psychological biases. Some common behavioural financial aspects include loss aversion, consensus bias, and familiarity tendencies.

**UNIT – 1** Behavioural finance Introduction to Behavioural finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty: Cognitive information.

**UNIT – 2** Perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting.

**UNIT – 3** Utility/ Preference Functions Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.

**UNIT – 4** Behavioural Factors and Financial Markets the Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioural factors.

**UNIT – 5** Heuristics and behavioural biases of investors Types of investors- Individual and Institutional - How the human mind works-the two systems; Familiarity and related heuristics: Representativeness and related biases: Anchoring; Irrationality and adaptation: Hyperbolic discounting. Sovereign credit rating – drivers

## Suggested Readings:

- Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioural Finance. Oxford, UK: Oxford University Press.
- Chandra, P. (2017), Behavioural Finance, Tata Mc Graw Hill Education, Chennai (India).
- Ackert, Lucy, Richard Daves (2010), Behavioural Finance; Psychology, Decision Making and Markets, Cengage Learning.
- Forbes, William (2009), Behavioural Finance, Wiley.
- Shleifer, A. (2000). Inefficient markets; An introduction to Behavioural Finance. Oxford Univ. Press.
- Thaler, R. (1993). Advances in Behavioural Finance. Vol. I. New York, Russell Sage Foundation.
- Thaler, R. (2005). Advances in Behavioural Finance. Vol. II. New York: Princeton University Press.

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**IBM- FA- 905 Elective – 1 (c)**  
**Strategic Financial Management**

**OBJECTIVES:** 1. To acquaint the students with concepts of financial management from strategic perspective 2. To familiarize various Techniques and Models of Strategic Financial Management.

**OUTCOMES:** Understand financial strategy and control of a company. ▪ Learn the relevance of risk and uncertainty in making strategic decisions. ▪ Learn various aspects of capital budgeting. ▪ Understand the capital structure, dividend policy, financial distress, restructuring. ▪ Identify the different diversification strategies and mergers and acquisitions.

**UNIT – 1** Financial Policy and Strategic Planning – Strategic Planning Process – Objective and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modelling – Uses and Limitations of Financial Modelling – Applications of Financial Models – Types of Financial Models – Process of Financial Model Development.

**UNIT – 2** Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

**UNIT –3** Expansion and Financial Restructuring – Corporate Restructuring Mergers and Amalgamations – reasons for mergers, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatisation – Dynamics of Restructuring – Buy Back of Shares – Leveraged buy-outs (LBOs) – Divestiture – Demergers.

**UNIT – 4** Stock Exchanges: Constitution, Control, functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Investor Services, Grievance Redressal Measures.

**UNIT – 5** Financial Strategy – Innovative Sources of Finance – Asset Backed Securities – Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes.

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### Suggested Readings:

- Rajni Sofat&Preeti Hiro, Strategic Financial Management, Phi, Delhi, 2011.
- Chandra, Prasanna, Financial Management, Tata McGraw Hill, Delhi, 2007.
- Financial Markets and Institutions, S Gurusamy, Thomson.
- I. M. Pandey: Financial Management, Vikas, 2012.
- Brigham& Ehrhardt: Financial management, text and Cases, Cengage, 2012.

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**IBM- FA- 906 Elective – 2 (a)**  
**Project Finance Management**

**OBJECTIVES:** 1. The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule. Upon successful completion of the course, the student will be able to understand how to Devise strategy and plan for the project and design the project and its schedules and overall framework.

**OUTCOMES:** Project outcomes are the changes that occur as a result of your actions. These typically involve improvements for a product or service. When designing a project, it's important to know what your project outcomes are so you have a way of measuring your success and understand what your overall goal.

**UNIT – 1** Introduction to project and projects. Characteristics and types of projects. Gaining importance, project life cycle and its phases. Project selection, non-quantitative and scoring models, technical analysis and technology selection, market potential analysis and techniques of long-term forecasting.

**UNIT – 2** Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner's perspective. Project Appraisal.

**UNIT – 3** Financial feasibilities with risk. Types of risk, techniques of risk evaluation and its mitigation. Sensitivity analysis, Hiller's model, scenario analysis, simulation.

**UNIT – 4** Network analysis, construction of networks, CPM, various types of floats and their application, PERT and its applications. Time cost relationship, crashing for optimum cost and optimum time. Resource levelling.

**UNIT – 5** Human Aspects of Project management: project manager's skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing.

**Suggested Readings:**

- Projects, Prasanna Chandra, Tata McGraw Hill.
- Project Management, Pinto, Pearson.
- "Project Management- A Managerial Approach", Jack Meredith, Samuel J. Mantel Jr., John Wiley and Sons.
- Project Management – The Managerial Process, Clifford F. Gray & Erik W. Larson, Tata McGraw Hill

**IBM- FA- 906 Elective – 2 (b)**  
**Real Estate Finance Management**

**OBJECTIVES:** To offer hands on experience that is vital to excel in the real estate market by understanding the principles and practices of real estate. 2. To explore real-world scenarios, best practices and effective management techniques for competing successfully in today's dynamic global markets.

**OUTCOMES:** Summarize the scope of the existing real estate industry in the current business environment and to classify the various statutory and legal regulations applicable to real estate market. 2. Outline the roles, responsibilities, rights and liabilities of different real estate stakeholders. 3. Get exposure to the various documentation procedures for different real estate transactions, appraisals, agreements and valuation of properties. 4. To perform Quantitative analysis with a methodology used in different transactions using the current rates of properties, registration charges and appropriate fees applicable in different states.

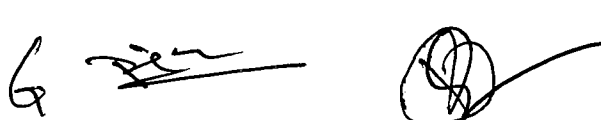
**UNIT 1 REAL ESTATE MARKET** Real estate scope, classification of real estate activities and peculiarities - factors affecting real estate market - role of government in real estate market, statutory provisions, laws, rules, and regulations application.

**UNIT 2** Land use controls in property development, registration and licensing requirements - knowledge base for assessment and forecasting the real estate market - environmental issues related to real estate transactions.

**UNIT 3 PARTICIPANTS AND STAKE HOLDERS** Role, scope, working characteristics and principal functions of real estate participants and stakeholders - real estate consultants and their activities - roles and responsibilities of property managers, code of ethics for real estate participants - good practices and managerial responsibilities.

**UNIT 4 REAL ESTATE DEVELOPMENT** Functions of real estate development like project formulation, feasibility studies, developing, costing and financing, managing including planning, scheduling and monitoring of real estate projects, risk management, facilities management, marketing/advertising, post construction management etc - real estate investment, sources and related issues.

**UNIT 5 DOCUMENTATION** Interest rates in real estate - documentation in real estate processes - transfer of titles and title records - real estate appraisal and valuation - types of agreements between the consultants and principal - closing the real estate transactions.



### Suggested Readings:

- Gelter and Miller's - Gelter and Miller's Commercial Real Estate: Analysis & Investments
- Linneman and Kirsch's Real Estate Finance and Investments: Risks and Opportunities (REFAI)
- Liar's Ball Vicky Ward's The Liar's Ball
- Michael Lewis Michael Lewis's The Big Short

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**IBM- FA- 906 Elective – 2 (c)**  
**Management Accounting**

**OBJECTIVES:** The purpose of this course is to impart basic knowledge of both financial and cost accounting so that students are able to understand financial statements and reports to make decisions.

**OUTCOMES:** Use the accounting cycle to develop financial statements from business transactions.

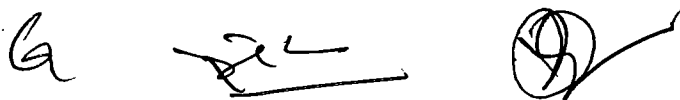
**Unit - 1** Purpose and Scope; changing role of Accountant in profession, industry and as a consultant; Basic accounting concepts and postulates and their implications. Accounts Records and Systems; the journal and other subsidiary books.

**Unit - 2** The Ledger and account. debit and credit. adjusting and closing entries. ruling and balancing accounts. The trial balance. Construction of Profit and Loss Account and Balance Sheet of joint stock companies as per companies act requirement.

**Unit – 3** Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances -- simple problems related to Material and Labour Variances. Overheads, Allocation, Apportionment, Absorption, Control over Factory, administration, selling and distribution Overheads. valuation of Inventories.

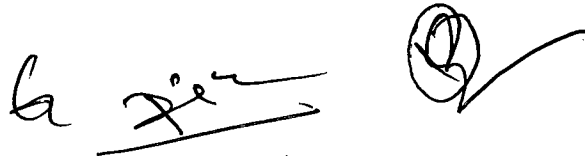
**Unit – 4** Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship -- Application of Marginal Costing Techniques. Fixing Selling Price. Make or Buy. accepting a foreign order. Deciding sales mix.

**Unit – 5** Budget and budgetary control - Objectives- Advantages and limitations Production budget - Sales budget- Cash budget and Flexible budget. The various approaches to building budgets like - fixed budgeting approach, flexible budgeting approach, incremental budgeting approach, kaizen budgeting approach, zero base budgeting approach.



**Suggested Readings:**

- Management Accounting – My Khan & P K Jain. Tata McGraw hill.
- Management Accounting – Paresh shaw – Oxford University Press.
- Management Accounting – A. Murthy and S. Gurusamy – By Tata McGraw Hill.
- Management Accounting – NM Singhvi and Ruzbeh J. Bodhanwala PHI learning PVT Ltd..
- Management Accounting, Principles and Applications – HUGH Coombs, David Hobbs and Ellis Jenkuis – By Sage [www.sagepublications.com](http://www.sagepublications.com)
- Advanced Management Accounting Jawaharlal, S. Chand & Co
- Managerial Accounting – Indian Edition Ronald W.Hicton, G. Ramesh and M. Jayadev by Tata Mcgraw Hill.

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## (IBM- FA- 1001) WORKING CAPITAL MANAGEMENT

**OBJECTIVES:** To develop students' knowledge of Working Capital Management, Understand the relationship between long-term financial decisions and short-term financial planning and interaction between the components of working capital Learn to effectively manage working capital.

**OUTCOMES:** After completion of the course, students will be able to understand the basic concept of working capital management of an organization.

**Unit – 1** Short-term sources/uses of funds, Classification of Sources of Funds, Difference between long-term and short-term financing, Links between long-term and short-term financing decisions.

**Unit – 2** Components of working capital, Types of Working Capital, Understanding the Working Capital Cycle, Estimation of Working Capital needs and Changes in working capital.

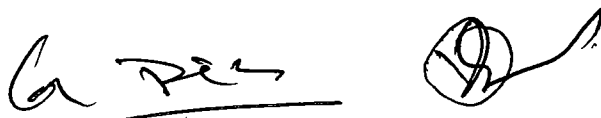
**Unit – 3** Inventory Management, Credit policy: Important to have a credit collections policy and procedures in place. credit analysis, credit decisions, collection policy.

**Unit – 4** Liquidity management: cash balances, cash dynamics and forecasting, Payment systems: cash collection and disbursement systems, information technology and cash management.

**Unit – 5** Money Market Instruments, Objectives of Money Market, Types of Money Market Instruments, Invest in Money Market Mutual Funds, short-term borrowing, Financing Current Assets.

### **Suggested Readings:**

- Brealey, R.A. and S.C. Myers, Principles of Corporate Finance, 5th edition, McGraw Hill. 1996.
- Samuels, Wilkes and Brayshaw, Management of Company Finance, 5th edition, Chapman & Hall, 1995.
- Kennedy, T.M., M.J. MacCormack and J.J. Teeling, Financial Management, 5th edition, Gill MacMillian.

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**(IBM- FA- 1002) PERSONAL FINANCIAL MANAGEMENT**

**OBJECTIVE:** To enable the students to gain acumen, insight and through knowledge relating to the various aspects of retail banking, its products, the retail banking segment and the processes for managing retail credit.

**OUTCOMES:** After completion of the course, students will be able to understand the basic concept of Personal financial planning.

**Unit – 1** Introduction to Financial Planning: An overview of Financial Planning Process, General Principles of Cash-Flow Planning, Budgeting, Legal Aspects of Financial Planning and Acquaints, Concepts of Risk Management, Investments, Insurance, Retirement Solutions, Tax and Estate Planning.

**Unit – 2** Risk Analysis and Insurance Planning: Principles of Risk Analysis and Insurance Planning, Identification of Client’s Risk Exposure, Selection of Appropriate Risk Management Techniques. Basic Insurance Products of General and Life Insurance; Analysis of Insurance Needs: Medical, Disability, Life and General Insurance, Determination of the Type and Amount of Insurance Best Suited to the Client’s Situation and Needs.

**Unit – 3** Retirement Planning and Employee Benefits: Identification of Retirement Needs, Significance of Retirement Planning, Analysis Techniques, Review of Retirement Employee Benefits (EPF, PPF, Superannuation Fund etc.), Process of Developing a Retirement Plan, Appropriate Retirement Solutions.


**Unit – 4** Investment Planning: Understanding Investment Needs and Risk Appetite, Solutions for Wealth Creation, Categories of Investments, Evaluation Methods, and Economic Factors, Risk and Return Analysis, Valuation Techniques, Asset Allocation Procedures and Portfolio Performance Assessment. Various Techniques and Concepts used in Portfolio Construction and Management.

**Unit – 5** Tax and Estate Planning: Personal Taxation and Tax Planning- An Overview of Individuals Income Tax and Wealth Tax. Key Tax Components, Estate Planning, Development of Estate Plan, Including Assessment of Important Techniques of Estate Planning: Wills, Gifting Schemes, Powers of Attorney and Joint Property Ownership.

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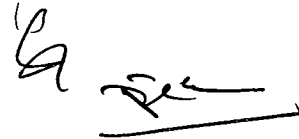
## Suggested Readings:

- IMS Proschool. "Introduction to Financial Planning". Tata McGraw Hill Education.
- Jeff Madura, "Personal Finance", Pearson Publication.
- Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes, "Business and Personal Finance", McGraw-Hill/Glencoe.
- Madhu Sinha, "Financial Planning: A Ready to Reckoner", Tata McGraw - Hill Education Suggested Readings (Latest Edition)
- Sid Mitra, Tom Potts, Leon Labrecque, "Practicing Financial Planning for Professionals". RH Publishing.
- Jeffrey H. Rattier. "Getting Started as a Financial Planner", Bloomberg Press.
- Lawrence J. Gitman, Michael D. Joehnk, Randy Billingsley, "Personal Financial Planning", Cengage Learning.

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**(IBM- FA- 1003) FIELD SURVEY PRESENTATION AND VIVA-VOCE.**

The student will be required to make detailed survey on the topic related to Financial Administration. This will be Field Survey and may consist of Working in and On Any Business/Non-Business Organization, Study of Phenomenon, Related topic and survey. After completion of the Field Survey, the student is required to make presentation of the Field Survey done. The survey presentation will be presented for assessment before the Assessment Committee consisting of a Panel of Head of Department and One Internal Faculty in case of University Department and Head/Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University, in case of All Affiliated Colleges of the University.



**(IBM- FA- 1003) COMPREHENSIVE VIVA-VOCE**

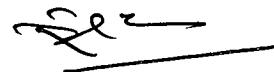
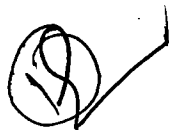
**OBJECTIVE:** To assess the theoretical/ conceptual as well as personality-based communication skills/ behavioural competence of the students, so as to evaluate the subjects taught in the entire two-year program.

**OUTCOME:** Extensively beneficial in the assessment of students' decision-making skills, interview skills, and face to face effective communication skills and understanding their domain knowledge testing. Helpful in encouraging their application testing abilities of theory with conceptual clarity.

The Comprehensive Viva-Voce Examination would assess the theoretical, practical as well as behavioural competence of the candidate. The evaluation is panoramic covering the subjects taught in the entire two-year program to examine the managerial skills the candidate is supposed to possess.

The Assessment/ Evaluation will be done by a Panel consisting of Head of Department and One Internal Faculty in case of University Department and Head/Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University, in case of All Affiliated Colleges of the University.

In case of special circumstances / natural calamities / pandemic condition, offline / online Comprehensive viva-voce may also be arranged / conducted subject to the mutual consent of external examiner / internal examiner, as per directives issued time to time.



**IBM- FA- 1005 Elective – 1 (a)**  
**INTERNATIONAL TRADE AND FINANCE**

**OBJECTIVES-** To make the students well aware about the formalities associated with international trade. To make the students aware of the documentation of International Trade. To make the students aware of the FOREX Management and Export Promotion Schemes.

**OUTCOMES:** After completion of the course, Understanding the role of finance, analysing macroeconomic policies, understanding exchange rate dynamics, learning about trade finance, understanding financial risks, Learning about export trade documents & promotion schemes

**Unit - 1** International Trade –Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – Indian EXIM Policy.

**Unit - 2** Export and Import Finance: Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc..) – Payment Terms – Letters of Credit – Pre-Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

**Unit - 3** 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.

**Unit - 4** 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.

**Unit - 5** Export Promotion Schemes – Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – FPCG, DEPB.




**Suggested Readings:**

- Jeevanandam. C, INTERNATIONAL BUSINESS, M/s Sultan & Chand, Delhi, 2008
- Sumathi Varma, INTERNATIONAL BUSINESS, Anne, Delhi, 2010
- Krugman, P., Obstfeld, M., and Melitz, M. International Economics: Theory and Policy. Addison Wesley, 2014.



**IBM- FA- 1005 Elective – 1 (b)**  
**SOCIAL BANKING AND MICROFINANCE**

**OBJECTIVES:** The objectives of this course are understanding social banking in India as a tool to achieve financial inclusion and 'micro finance' as a socially responsive and commercially viable proposition.

**OUTCOMES:** At the end of the course students should be able to;

1. Understand the basics issues of financial inclusion.
2. Understand the major practices of micro finance
3. Understand the social perspective of inclusive growth and role of financial system to achieve it.

**UNIT – 1 Introduction to Micro Finance:** Need of Microfinance, Basics of Microfinance, Microfinance as a Development Tool, **Revenue Models of Microfinance:** Profitability, Efficiency and Productivity, Inherent challenges of financing.

**UNIT – 2 Legal and Regulatory Framework:** MFIs, SHGs and JLGs, Some Innovative and Creative Microfinance Models like Help Group-Bank Linkage Programme (SBLP). Financial Products and Services.

**UNIT – 3 Social Banking:** Major policy initiatives for aligning the banking system to socio-economic goals like priority sector lending, Lead Bank Scheme (LBS), Service Area Approach (SAA), etc.


**UNIT – 4 The Indian Experience:** Evolution of Microfinance in India, Evolution and Character of Microfinance in India, Structure of Microfinance Industry in India, Microfinance Delivery Methodologies.

**UNIT – 5 Challenges to social banking:** inter-spatial disparity manifested. varying credit-deposit ratio (CDR) across areas, Inadequate linkage support, unsatisfactory repayment climate etc. Role of various stakeholders like the government, the nongovernment organizations (NGOs) and the civil society besides the constituents of institutional credit system (ICS) in achieving effective operation of the social banking initiative.



## Suggested Readings:

- Avdhani V. A., Security analysis and Portfolio Management, Himalaya Publishing House. Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management, New Delhi, Schad.
- Fischer. Donald E. and Jourdan, Ronald J. Security Analysis and Portfolio Management, New Delhi. PHI.
- Dhanesh Khatri, " Security Analysis and Portfolio Management" Macmillan, New Delhi Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management., Delhi, Schad.
- Elton, Edwin J and Gruber, Martin J. Modern Portfolio Theory and Investment Analysis. New York, John Wiley.
- <http://www.nabard.org/introduction.asp>
- <http://www.sidbi.com/micro/aboutus.htm>
- <http://rmk.nic.in/chap1.htm> [http://rural.nic.in/latest/SGSY\\_Agenda\\_15032010.pdf](http://rural.nic.in/latest/SGSY_Agenda_15032010.pdf)





**IBM- FA- 1005 Elective – 1 (c)****MERCHANT BANKING AND FINANCIAL SERVICES**

**OBJECTIVES:** To examine Financial Services management as an important and contemporary area of financial management. To understand the various financial services and their future and to determine the most suitable financial service, given the situations and contingencies

**OUTCOMES:** Understanding the concept, nature and trends of International Management. Knowledge about the school of thoughts of International Management. Studying the concept of comparative management and its models. Analysis of issues in comparative management

**UNIT-1** Merchant Banking: Nature and scope of Merchant Banking - Regulation of Merchant Banking Activity - overview of current Indian Merchant Banking scene - structure of Merchant Banking industry - primary Markets in India and Abroad - professional Ethics and code of conduct - current Development.

**UNIT-2** Financial Services Industry – Emergence – Developments – Fund Based and Non-fund-based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

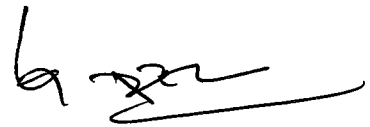
**UNIT-3** Securitization / Mortgages: Meaning, nature and scope of securitization, securitization as a Funding Mechanism, securitization of Residential Real Estate - whole Loans - Mortgages -Graduated-payment.

**UNIT-4** Depository: Meaning, Evolution, Merits and Demerits of Depository. Process of Dematerialization and Dematerialization. Brief description of NSDL and CDSL.

**UNIT-5** Factoring: concept, nature and scope of Factoring - Forms of Factoring - Factoring vis-à-vis Bills Discounting - Factoring vis-à-vis credit Insurance Factoring vis-à-vis Forfeiting-Evaluation of a Factor - Evaluation of Factoring - Factoring in India current Developments.

**Suggested Readings:**

- Khan, M.Y.. FINANCIAL SERVICES, Tata McGraw Hill, New Delhi, 2001.
- Gurusamy, MERCHANT BANKING AND FINANCIAL SERVICES, Tata McGraw Hill, Delhi, 2009.
- Desai Vasant. 'FINANCIAL MARKETS AND FINANCIAL SERVICES'. Himalaya Publishing House, New Delhi, 2nd ed. 2010.
- Dr. Gurusamy S, 'MERCHANT BANKING AND FINANCIAL SERVICES', Tata McGraw Hill. New Delhi, 3rd Edition, 2009.
- Jeff Madura, 'FINANCIAL MARKETS AND INSTITUTIONS', Cengage learning, New Delhi, 2011
- Machiraju H.R., 'MERCHANT BANKING' Principles and Practice - Vikas Publishing House, New Delhi, 3rd Edition, 2003
- M.Y. Khan, 'FINANCIAL SERVICES' – Tata McGraw –Hill, 6th Edition, 2009.



**IBM- FA- 1006 Elective – 2 (a)**  
**SECURITY MARKET OPERATIONS**

**OBJECTIVES:** To Familiarize the students about SEBI and its Rules. To Understand the activities and procedures of Security Market and its mechanism and to acquaint the knowledge about funds mobilized through various sources and instruments of Financial Market.

**OUTCOMES:** The Indian Securities Markets, understand the various processes involved in Primary and Secondary Markets and also the schemes and products in Mutual Funds and Derivatives Markets in India. It will also help you to know the steps in financial planning process.

**UNIT – 1** Security Markets - Legal Environment: SEBI Act, 1992, Securities Contract Regulation Act 1956, Companies Act 1956 (various provisions relating to securities), RBI rules and guidelines.

**UNIT – 2** Security Markets - Primary market - its role and functions - Methods of selling securities in primary market – New financial instruments – New Issues – SEBI guidelines for public issues – pricing of issue, promoters' contribution – appointment and role of merchant bankers, underwriters, brokers, registrars and managers, bankers etc.

**UNIT – 3** Secondary Market – Role, importance, organization of stock exchanges – Listing of securities in stock exchanges – Trading mechanism – screen-based system – Insider trading: Take-over's – Internet based trading.

**UNIT – 4** Depository – Role and need – The Depositories Act, 1996, SEBI (Depositories and Participants Regulation) 1996 – SEBI (Custodian of Securities) Regulation 1996 – National Securities Depository Ltd.

**UNIT – 5** Capital Market Instruments – Equity, Secured Premium Notes, Equity Shares with detachable warrants. Sweat Equity. Non-Voting Shares. Tracking stocks, Preference Shares. Debentures. Disaster Bonds. Option Bonds. Easy Exit Bonds. Split Coupon Debentures. Floating Rate Bonds and Notes. Clip and Strip Bonds. Dual Convertible Bonds. Debt Instruments with Debt warrants, Indexed Rate Notes, Stepped Coupon Bonds, Dual Option Warrants, Extendable Notes, Commodity Bonds, Mortgage Backed Securities.

**Suggested Readings:**

- Dalton, John M., How the Stock Market Works, Prentice Hall, New Delhi.
- Machi Raju, H.R., Merchant Banking; Wiley Eastern Ltd.; New Delhi.
- Chanratre, K.R., Capital Issue, SEBI & Listing; Bharat Publishing House, New Delhi.

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**IBM- FA- 1006 Elective – 2 (b)**  
**FINANCIAL DERIVATIVES**

**OBJECTIVES:** To Understand the students about the concept of Derivatives and its types to acquaint the knowledge of Options and Futures and to know about Hedging and the development position of Derivatives in India.

**OUTCOMES:** A derivative can trade on an exchange or over the counter. Prices for derivatives derive from fluctuations in the prices of underlying assets. Derivatives are usually leveraged instruments, which increases their potential risks and rewards. Common derivatives include futures contracts, forwards, options, and swaps.

**UNIT – 1** Derivatives – Features of a Financial Derivative – Types of Financial Derivatives – Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives.

**UNIT – 2** Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.

**UNIT – 3** Options and Swaps – Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing – Basic Principles of Option Trading.

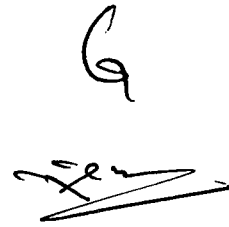
**UNIT – 4** Futures – Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism - Specification of the Future Contract – Clearing House – Operation of Margins – Settlement, Hedging and Stock Index Futures

**UNIT – 5** Financial Derivatives Market in India – Need for Derivatives – Evolution of Derivatives in India – Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Strengthening of Cash Market – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India.

**Suggested Readings:**

- Gupta. S.L., FINANCIAL DERIVATIVES THEORY, CONCEPTS AND PROBLEMPHI, New Delhi, 2005
- Kumar S.S.S. FINANCIAL DERIVATIVES, PHI, New Delhi, 2007
- Chance, Don M: DERIVATIVES and Risk Management Basics, Cengage Learning, New Delhi.
- Stulz M. Rene. RISK MANAGEMENT & DERIVATIVES, Cengage Learning, New Delhi.



**IBM- FA- 1006 Elective – 2 (c)**  
**CORPORATE FINANCE**

**OBJECTIVES:** To introduce the functions of finance management. To imbibe basic concepts which enable the financial decision making • To analyse capital structure decisions. To analyse investment decisions.

**OUTCOMES:** Appraise the risk profile of firms; specifically, be able to estimate the costs of capital, including debt and equity capital using financial data, analyse specific operational/financial risks and apply appropriate hedging strategies, assess transactions in the market for corporate control using valuation technique.

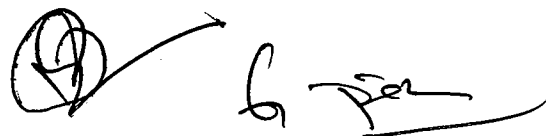
**UNIT - 1** Financial Goals of the Firm - Financial Management – Introduction to finance, objectives of financial management – Firm Value and equity value– profit maximization and wealth maximization - Changing role of finance managers - Organization of finance function. Agency model; problem and agency cost – Stockholders and Managers.

**UNIT - 2** Time Value of Money- Present and future value of single payments, annuities, annuities due, and perpetuities - Growth in annuities and perpetuities - Compound interest and continuous compounding - Annual percentage rates and effective annual rates.

**UNIT - 3** Risk & Return - Concepts of Risk and Return – Diversifiable and Non-Diversifiable risk - Risk & return of single asset, risk and Return of a portfolio, Measurement of market risk for single asset and portfolio.

**UNIT – 4** Capital Budgeting - Investment Rules: Capital budgeting methods and their limitations - Comparing projects with varying lives with varying cash flows - Capital budgeting decision rules.

**UNIT – 5** Financing Decision- Sources of long-term funds Cost of capital – basic concepts, Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model). Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

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## Suggested Readings:

- Prasanna Chandra: Financial Management Theory and Practice: Tata McGraw Hill: 7th Edition
- I.M. Pandey – Financial Management (Vikas), 9/e,
- Damodaran, Corporate Finance – John Wiley & Co., 2/e, 2004.
- Vanhorne. Financial Management & Policy, Pearson / PHI, 11/e, 2002.
- Charles T Horngren –Introduction to Management Accounting - Pearson/PHI.
- P C Tulsian – Practical Costing- Vikas Publishers 3. Jawaharlal -Cost Accounting – TMH
- Cost Accounting – M.N Arora – Vikas Publishers 8. P. Saravanavel-Management Control System- (HPH)



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## (IBM- HR- 901) ORGANIZATIONAL MANAGEMENT

**OBJECTIVES:** The key objective of this course is to acquaint the students with the conceptualization of Organizational change with Quality Management from design assurance to OD processes' assurance to service assurance.

**OUTCOMES** After completion of course the, students will be able to understand and apply the theories of OB under HR practices. Analyse the key issues relating to Human elements such as Perception, Learning, Motivation and Leadership etc.

**UNIT-1** Concept of Organizational Effectiveness (OE) and Organizational Performance (OP). Indicators of OE and OP, Measurement of O E. Types of Change. Force of Change. Resistance to Change. Overcoming Resistance to Change.

**UNIT-2** Process of Change. Lewin's Model of Change. Galpin's Model of Change Management. Action Research Model of Change. Role of Change Agent in The Process of Managing Change.

**UNIT-3** Meaning and Nature of Organization Climate. Dimensions of Organizational Climate. Organizational Climate versus Organizational Culture. Methods of Conducting Organizational Climate Survey.

**UNIT-4** Power and Politics in Organization. Meaning of OD. Process of OD. An Overview of OD Intervention. Detailed Study of Various OD Interventions. Process of Introducing Various OD Interventions.

**UNIT-5** Meaning of Quality. Meaning and Process of Quality Management, Kaizen and TQM. System of Quality Management Awards.

### **References:**

- Change Management by Radha Sharma. Tata Megraw Hills Publication.
- Luthans Fred. Organisational Behaviour.. New York. McGraw Hill.
- Robbins S.P., Organisational Behaviour, New Delhi, PHI.
- Stew. B.M. Psychological Dimensions of Organisational Behaviour. Englewood Cliffs, New Jersey, Prentice Hall Inc.
- Davis Keith. Human Behaviour at Work, TMH, New Delhi
- Pareek Udai. Organisational Behaviour, Oxford, IBH, Mumbai
- Hersey Paul and Blanchard. Management of Organisational Behaviour, Prentice Hall of India, New Delhi.





## (IBM- HR- 902) HR INFORMATION SYSTEM, TRAINING & DEVELOPMENT

**OBJECTIVES:** The objective of this course is to help the student acquire the basic knowledge of HR Skills of information system so as to enable them to make more efficient use of information for decision making. To enable students in understanding the key conceptual and practical issues of T & D with tools / techniques with possible hands-on learning experience

**OUTCOMES:** HRIS is a tool that automates administrative tasks and supports business decision making. It can be used to create, deliver, and track activities related to HR practices like training and development, recruiting, compensation, and benefits.

**UNIT-1** Introduction to HRIS: Nature, Scope and Characteristics of HRIS, Data and Information needs for HR Manager, Sources of Data, Role of ITes in HRM, IT for HR Managers: Concept, Structure, and Mechanics of HRIS.

**UNIT-2** Data Management for HRIS: Data Formats, Entry Procedure and Process, Data Storage and Retrieval, Transaction Processing, Introduction to RDBMS, Design of HRIS: Relevance of Decision-Making Concepts for Information System, Design: HRM Needs Analysis.

**UNIT-3** HRIS Modules on MPP – Recruitment, Selection, Placement, HR Management Process, Data Capturing for Monitoring and Review Behavioural Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making.

**UNIT-4** Concepts and rationale of T & D, Characteristics of T & D, Importance of T & D, Role of External Agencies in T & D, Differences in T & D, Training Need Assessments, Learning Curve, Training Design and Methods of Training, Various methods of training.

**UNIT-5** Training and Development methodologies, process and principles of learning, Learning Management System, Skills of trainers and trainer's role, Methods of evaluating effectiveness of training, Problems of measurement and evaluation of training.

### **References:**

- Hand book of Human Resource Information Systems, Basics, Applications and Future Directions, Michael JK Avangard, Mohan Tithe, Richard D Johnson, Sage Publications India Pvt ltd.
- A Hand book of Human Resource Management Practice, "Michael Armstrong", Kogan page.
- Managing and Measuring Employee Performance-Understanding Practice "Elizabeth Holds Worth, Dilmun Jayasinghe", Kogan Page.
- Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.
- Chas Moawads, W.f. Casico, Human Resource Management, An Information Systems Approach, Reston Publishing Company.

## (IBM- HR- 903) GLOBAL HR PRACTICES

### OBJECTIVES:

- To understand the concepts of globalization in HR Perspective
- To familiarize the key aspects and contemporary issues to the students
- To understand the developments in global HR practices and its challenges

**OUTCOMES:** HR plays a strategic role in attracting, developing, and retaining top talent. This involves identifying talent needs, recruiting the right people, and providing training and development opportunities.

**Unit - 1** Introduction - Growth of International Business and Globalization - Operational Objectives and Means of Globalization in HR Perspective - Choosing an International Competitive Strategy - Forms of Operations.

**Unit -2** HR Challenges & Opportunities - National Differences Facing Operations – Domestic & MNC Perspectives - Linkages among Countries - Individual and Company Concerns – Multi cultural orientation to employees – Research and documentation Orientation in Global organizations.

**Unit - 3** HR Policies and Operations in a Global Setting – Distinctive Features of HR Functions -Planning, Organizing, Directing & Control - Operations - Manpower Planning to Separations in a Global Set-up - Staffing - Motivational Systems Reporting Relationships – Performance Appraisal Systems– Value systems – Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms.

**Unit -4** Industry Analysis - Business Models - Mobilizing Support - Executing Change - Building Change Capability - Change – Diversity as Enhancer of Learning and Effectiveness Within Groups and Organizations – HR to Develop Global Organisational Learning Systems.

**Unit -5** Quality Performance in Knowledge Based Organizations - Technology – Behavioural & Technical - Universal Quality Standards; HRM – Eastern Management Thought for Global Management -Commitment, Quality, and Stress-Free Work Life.

### References:

- Punnett Betty Jane, INTERNATIONAL PERSPECTIVES ON
- ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT.
- Monir Tayeb, INTERNATIONAL HRM. Oxford University Press.
- Dowling & Welch, INTERNATIONAL HRM: MANAGING PEOPLE IN
- MULTINATIONAL CONTEXT, Cengage Learning, New Delhi,

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**(IBM- HR- 904) INTERNSHIP VIVA VOCE**

**OBJECTIVES:** The objective of the Internship program is to encourage the skills development of MBA (Human Resource Management) students (in Human Resource Management area. To encourage practical thinking and application of management/ functional knowledge.

**OUTCOMES:** Live direct/ hands-on, on the spot field exposure with the different formats of business organizations. Helpful in developing problem-solving approach, innovative thinking in all possible formats of organization, backed-up with improvement in communication and presentation skills as well as appropriate understanding of team work approach.

Internship is mandatory to encourage the skills development of MBA Students (in all/any specialized functional areas. In order to encourage practical thinking and application of Management knowledge (knowledge of Business Ethics and Social Responsiveness, Critical Thinking Business Analysis, Problem solving and Innovation, Business Environment and Domain Knowledge, Effective Communication Leadership and Team Work). Student shall be required to undertake 6-8 weeks practical training in an Organization (Irrespective Of Size) connected with Industry/Trade or Commerce, NGO, Social Work, any Government body/MSME/SSI/Business/Partnership Firm/ Sole-Proprietor Firm. Startup /Service Sector/Any other type of Private sector organization / Undertaking / Business Enterprise / Franchisee/Business House/Export House etc. The student shall be solely and purely assessed/evaluated only on the basis of performance of presentation based on Practical thinking/ Application of Management Knowledge/ Communication/Negotiation/Managerial skills learnt during training/internship.

This Oral Presentation shall constitute as a part of the MBA Full Time III<sup>rd</sup> semester examination and shall carry 50 marks. The Assessment/ Evaluation will be done by a Panel consisting of Head of Department and One Internal Faculty in case of University Department and Head/Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University, in case of All Affiliated Colleges of the University.

The student shall be required to submit a Self-Declaration Form certifying his/her of completing the Internship as per the directions stated above. It shall be the sole responsibility of the student as regards truthiness of the Certificate and Institute and Director (Head)/ Faculty of the Institute (Department) shall in no way be responsible for it. If at any stage the Self Declaration given by the candidate is found false/untrue, appropriate measures as provided in the Rules / Regulations of the University shall be taken. If a student fails to undergo the Summer Internship and appear in Presentation, he/she will be awarded ATKT in the above Subject.

In case of special circumstances / natural calamities / pandemic condition, offline / online summer internship / summer internship presentation may also be arranged / conducted subject to the approval of competent authority.



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**IBM- HR- 905 Elective –1 (a)**  
**COMPENSATION MANAGEMENT**

**OBJECTIVES:**

- To understand the various dimensions of Compensation Management.
- To familiarise the role of various bodies involved in Compensation Management.
- **OUTCOMES:** Compensation management can help motivate employees to perform at their best Compensation management can help attract the right talent. In unionized environments, compensation may be determined through collective bargaining agreements.

**UNIT-1** Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches

**UNIT-2** Compensation Classification - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – Pay Grades – Salary.

**UNIT-3** Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration - Executive Compensation – Incentive Plans – Team Compensation - Gain Sharing Incentive Plan – Profit Sharing Plan.

**UNIT-4** Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Compensation Plan and Packages - Perceptions of Pay

**UNIT-5** Wage Boards - Pay Commissions - Employee Benefits – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmes – Security Benefits.

**References:**

- Diwakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, PHI Learning, New Delhi, 2008
- Richard. I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi.
- Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi.

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**IBM- HR- 905 Elective – 1 (b)**  
**RECRUITMENT & SELECTION**

**OBJECTIVES:** The objectives of recruitment and selection are to find the best candidate for a job and to ensure the hiring process is compliant with laws and regulations.

**OUTCOMES:** Understand the skills, knowledge, and abilities required for the job, use various strategies to attract qualified candidates. Develop a database of potential candidates for future opportunities. Staffing helps ensure that vacancies are filled and efficiency is maintained.

**UNIT-1** Recruitment - Concepts of Recruitment- -Meaning, Objectives, Scope & Definition, Importance and relevance of Recruitment.

**UNIT-2** Job Analysis-Concept, Specifications, Description, Process and Methods, Uses of Job Analysis Job Design--Introduction, Definition, Job Design.

**UNIT-3** Source or Type of Recruitment– Direct/Indirect, Internal/ External. Internal-Notification, Promotion– Types, Transfer –Types, Reference External-Campus Recruitment, Advertisement, Job Boards Website/Portals, Internship, Placement Consultancies-Traditional Internal Recruitment.

**UNIT-4** Selection-Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format). Screening-Pre and Post Criteria for Selection, Steps of Selection Interviewing-Types and Guidelines for Interviewer & Interviewee, Types of Selection Tests. Selection Hurdles and Ways to Overcome Them

**UNIT-5** Induction-Concept, Types-Formal /Informal, Advantages of Induction, how to make Induction Effective • Orientation & On Boarding-Programme and Types, Process, Preparing Bio-data and C.V. • Social and Soft Skills – Group Discussion & Personal Interview, Video and Tele Conferencing Skills.

**References:**

Bills berry, J. (2000) Finding and keeping the Right People, 2nd end, London, Prentice-Hall

Cowling, A.G. and Mailer, C.J.B (1981) Managing Human Resources, London, Edward Arnold.

Ludlow, R. and Panton, F. (1991) The Essence of Successful Staff Selection, London, Prentice-Hall.

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**IBM- HR- 905 Elective – 1 (c)**  
**CONTEMPORARY FRAMEWORKS IN MANAGEMENT**

**OBJECTIVES:** To Outlines the goals of an organization and the work required to achieve them. It can help with understanding objectives, prioritizing work, and monitoring progress.

**OUTCOMES:** Contemporary management is less centralized than traditional management models, which can encourage teamwork and input from employees. Contemporary management styles can help organizations respond quickly to changes in the market and industry. Establishing clear communication channels and setting clear expectations and goals.

**UNIT- 1** Define Emotional Intelligence (EQ), identify the benefits of emotional intelligence and relate the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.

**UNIT-2** Describe how companies achieve transition from being good companies to great companies, and discuss why and how most companies fail to make the transition.

**UNIT-3** Leadership work successfully to improve your leadership ability and its positive impact on the whole organization. Social Skills, Making an Impact, creating a Powerful First Impression, assessing a Situation, Being Zealous Without Being Offensive, Determine Your EQ.

**UNIT-4** Examine the fundamental causes of organizational politics and team Failure, Inattention to Results – Focusing on Personal Success, Status and Ego Before Team Success.

**UNIT-5** Explain the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless.

**References:**

- Durbin, Andrew J. (2009). Essentials of management (8th ed.). Mason, OH: Thomson Business & Economics.
- Wood, Robert: Bandura, Albert (1989). "Social Cognitive Theory of Organizational Management". The Academy of Management
- "Managerial Skills - 3 Types of Skills Each Manager Will Need". Entrepreneurs Box. 2021-06-06. Retrieved 2022-06-18.
- "Management is Universal Process and Phenomenon (Explained)". www.iedunote.com. 2018-06-12. Retrieved 2022-06-18.



**IBM- HR- 906 Elective – 2 (a)**  
**PERFORMANCE MANAGEMENT**

**OBJECTIVES:**

- To Help employees achieve their goals and improve their performance to help the organization be more effective and efficient
- To Help employees develop their skills and personal growth through training and development.

**OUTCOMES:** Students should be able to explain the importance of a performance management system and its concepts evaluate strategies for assessing employee performance Promoting job satisfaction, increasing motivation, enabling objective decision-making, helping plan for training needs, and Establishing trust.

**UNIT-1** Introduction to Performance Management: Definition of Performance Management, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. Importance of Performance Management, Linkage of Performance Management to Other HR Processes.

**UNIT-2** Reviewing & Managing Performance: Performance Review Discussion, HR Decision and Performance Improvements, Performance Management Systems, Personal Development Plans


**UNIT-3** Performance Management and strategic planning: Definition and Purposes of Strategic Planning, Process of Linking Performance Management to the Strategic Plan

**UNIT-4** Performance Management & Employee Development: Personal Development Plans, Direct Supervisor's Role, Performance Management Skills- Coaching, Coaching Styles, Coaching Process, Performance Review Meetings

**UNIT-5** Management of Rewards- Pay Structures Reward Management, Components of Reward Management, Linkage of Performance Management to Reward, Ethics in Performance Management.

**References:**

- T.V. Rao, Performance Management and Appraisal Systems, Response, 2008. References
- Herman Anguini's, Performance Management, Pearson Education, 2009.
- T.V. Rao, 360 Degree Feedback and Assessment and Development Centres, Excel, 2005.
- Kandula, Performance management, PHI, 2009. 5. Michael Armstrong, Performance Management, Kogan Page, 2007.



**IBM- HR- 906 Elective – 2 (b)**  
**ORGANIZATIONAL DEVELOPMENT AND CHANGE**

**OBJECTIVES:**

- To emphasise and understand the necessity for change
- To understand the resistance to change and the process of change
- To familiarise the concepts and techniques of OD

**OUTCOMES:** Organizational development and change can be thought of as a transformation journey for a company. This can involve changes in strategy, culture, technologies, or procedures. Some outcomes of organizational development include: financial performance, employee engagement, customer satisfaction, and overall change management.

**UNIT-1** Change - Stimulating Forces - Change Agents - Planned Change - Unplanned Change – Models of Organisational Change.

**UNIT-2** Resistance to Change - Individual Factors - Organisational Factors - Techniques to Overcome Change.

**UNIT3** Change Programs – Effectiveness of Change Programs - Change Process - Job Redesign - Socio-Technical Systems.

**UNIT-4** OD - Basic Values - Phases of OD - Entry - Contracting - Diagnosis – Feedback - Change Plan - Intervention - Evaluation - Termination.

**UNIT - 5** OD Interventions - Human Process Interventions–Structure Interventions- Sensitivity Training - Survey Feedback - Process Consultation - Team Building - Inter-group Development - Innovations - Learning Organisations.

**References:**

- Koudelka, organization effectiveness and change management. phi learning. new delhi.2009
- French & bell. organisational development. McGraw-Hill.
- Dipak Bhattacharyya. organizational change and development. oxford university press. new Delhi. 2011.

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**IBM- HR- 906 Elective – 2 (c)**  
**EMPLOYEE LEGISLATION**

**OBJECTIVES:**

- To enable the students to familiarise the legal frame work governing the Human Resources within which the industries function
- To make the students understand the importance and ideology of legal structure prevailing in India

**OUTCOMES:** labour legislation is to regulate the relationship between employees and employers, and to provide methods for settling industrial disputes. Labor law, also known as employment law, is a body of laws that address the legal rights and restrictions of working people and their organizations.

**UNIT-1** Introduction to the Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice - System of Economic Governance - Principles of Labour Legislation – Labour and the Constitution

**UNIT-2** Factories Act 1948 – Maternity Act 1961 - Contract Labour Act 1970 – The Shops and Establishment Act 1947 – The Trade Union Act 1926 – The Industrial Disputes Act 1947.

**UNIT-3** Payment of Wages Act 1936 – Payment of Bonus Act 1965 – Payment of Gratuity Act 1972.

**UNIT-4** The Role of Human Capital -- Organised and Unorganised Labour – Unorganised Labour Act - Workmen's Compensation Act – The Employees' Pension Scheme.

**UNIT-5** Quality of Life of Workers - Governance of Enterprises – Views on the Role of Labor Legislation - Gender Dimensions of Labor Laws -- Pros and Cons of Legal System

**References:**

- P.L. Malik, INDUSTRIAL LAW, Eastern Book Company, New Delhi, 2011
- C.S. Venkata Ratnam, GLOBALIZATION AND LABOUR-MANAGEMENT RELATIONS - DYNAMICS OF CHANGE, Response Books, 2001
- Biswajeet Pattana yak, HUMAN RESOURCE MANAGEMENT, PHI Learning, New Delhi
- Vipin Gupta Et al, CREATING PERFORMING ORGANIZATIONS: INTERNATIONAL PERSPECTIVES FOR INDIAN MANAGEMENT, Response Books


  
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## (IBM-HR- 1001) STRATEGIC AND INTERNATIONAL HRM

**OBJECTIVES:** The course is designed to explain basic theory of Strategic Human Resource Management and International HRM to examine the issues and problems associated with HRM in a changing environment.

**OUTCOMES:** Students will develop a strong conceptual / practical understanding of the cultural and related behavioural variables in the HR management of global organization.

**UNIT-1** Organizational Structure The global View. Basic organization among concert. Structure. Decision making and controlling. Attracting Human Resources. The global view. Recruitment, Selection of people (Parent Country) national.

**UNIT-2** Cross-Cultural negotiations, Planning and preparation parameter, Types and strategy of organisational Culture.

**UNIT-3** The Environment: Foundation and Challenges of International Management diversity, managing diversity. SHRM in Global Context, International Human Resource Strategies.

**UNIT-4** Issues, Challenges, and Theoretical Developments in HRM - Muong managing people in an International Context, - India- Human Resources issues in multinational Corporate Social responsibility-concluding seamark.

**UNIT-5** Strategy Implementation Inter relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure Structural considerations Organizational Design and change Strategy Evaluation

### **References:**

- W.D. Anthony, P.L. Perrie, K.M. Kacmar, Strategic Human Resource Management Forth worth, Dryden, 1993.
- C. Mabey, G. Salman, and J. Storey, Human Resource Management: A Strategic SA approach, Cambridge, Blackwell, 1998.
- Linda Gratton, Strategic Human Resource Management, New York, Oxford University Press, 1999.
- SC Gupta, Advanced Human Resource Management: A strategic perspective, Anne Books Pt Ltd Januja Agarwala, (2007), Strategic HRM, Oxford University Press
- John Leopold, Lynette Harris and Tony Watton, Strategic Human Resourcing: Principles.



## (IBM-HR- 1002) KNOWLEDGE MANAGEMENT

### OBJECTIVES:

- To familiarise the concepts of Knowledge Management.
- To understand the challenges of Knowledge Based Organisations and the HR mechanisms to manage them effectively.
- To identify the importance of the values of autonomy and accountability in Knowledge based organisations.

**OUTCOMES:** Employees can make better decisions when they have access to the right information and tools. Employees can solve problems more quickly when they have access to the right information and tools. Employees may be more likely to stay with the company if they feel empowered and engaged in their work.

**UNIT-1** Introduction to Knowledge Management - Types of Knowledge - An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.

**UNIT-2** Managing Knowledge for organizational effectiveness - Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role.

**UNIT-3** Managing Knowledge and Personnel & Organizational Health - Rewarding Knowledge - Management of Retention.

**UNIT-4** HRIS for KM - Concept, Mechanisms, and Software Orientation - Performance Management – Mechanisms.

**UNIT-5** Technologies to Manage Knowledge – Artificial Intelligence – Knowledge Discovery – Creating Systems that Utilize Knowledge - Knowledge Process Outsourcing.

### REFERENCES:

- Frances Horibe, MANAGING KNOWLEDGE WORKERS, John Wiley & Sons
- Ganesh Natarajan and Sandhya Shekhar, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, Tata McGraw-Hill, New Delhi
- Fernandez & Leidner, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2008
- Mrityunjay, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2011

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**(IBM- HR- 1003) FIELD SURVEY PRESENTATION AND VIVA-VOCE.**

The student will be required to make detailed survey on the topic related to Human Resource Management. This will be Field Survey and may consist of Working in and On Any Business/Non-Business Organization, Study of Phenomenon, Related topic and survey. After completion of the Field Survey, the student is required to make presentation of the Field Survey done. The survey presentation will be presented for assessment before the Assessment Committee consisting of a Panel of Head of Department and One Internal Faculty in case of University Department and Head/Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University, in case of All Affiliated Colleges of the University.



(IBM- HR- 1004 ) COMPREHENSIVE VIVA-VOCE

**OBJECTIVE:** To assess the theoretical/ conceptual as well as personality-based communication skills/ behavioural competence of the students. so as to evaluate the subjects taught in the entire two-year program.

**OUTCOME:** Extensively beneficial in the assessment of students' decision-making skills, interview skills, and face to face effective communication skills and understanding their domain knowledge testing. Helpful in encouraging their application testing abilities of theory with conceptual clarity.

The Comprehensive Viva-Voce Examination would assess the theoretical, practical as well as behavioural competence of the candidate. The evaluation is panoramic covering the subjects taught in the entire two-year program to examine the managerial skills the candidate is supposed to possess.

The Assessment/ Evaluation will be done by a Panel consisting of Head of Department and One Internal Faculty in case of University Department and Head/Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University, in case of All Affiliated Colleges of the University.

In case of special circumstances / natural calamities / pandemic condition, offline / online Comprehensive viva-voce may also be arranged / conducted subject to the mutual consent of external examiner / internal examiner, as per directives issued time to time.



**IBM-HR- 1005 Elective – 1 (a)**  
**CAREER MANAGEMENT**

**OBJECTIVE:**

Enable new MBA students to take charge of the career planning. To accomplish this objective, learners are equipped with tools & are provided with guidance to understand their current competences and identify their current career choices.

Guidance is provided to best leverage the MBA curriculum, to help create a personalized learning plan.

**OUTCOMES:** Career management is a collaborative effort between individuals and organizations. It involves aligning personal aspirations with organizational goals. Improving skills that an employee will use throughout their career Exploring interests, skills, strengths, and values to determine a career path.

**Unit- 1** Games of Business-Business fundamentals: How company makes money? Where you fit in the company? Where the company fits in the industry value chain?

**Unit -2** Career Paths-Self-awareness anchored career mapping: Collection of student's career objectives data, mapping their respective Career Path.

**Unit- 3** Effective Professional: Mindset and Skillset-Self-assessment against a framework of mindset and skillset; Introduction to building the house of competence; methods of learning

**Unit- 4** Getting Best out of Your MBA-Based on assessment of personal context and initial viewpoint on career; Guidance on how to best leverage the MBA investment at SSU.

**Unit-5** Career Management by Career Planning Your Career Planning Goals and Your Employer's Goals Why Career Management Is Essential Today. Jobs vs. Careers. The Benefit of Career Management. The Timing of Career Management. Your Goals vs. Your Employer's Goals

**References:**

- Adekola, B.. (2011). Career Planning and Career Management as Correlates for Career Development and Job Satisfaction.
- Baruch, Y.. (2006). Career development in organizations and beyond: Balancing traditional and contemporary viewpoints. Human Resource Management.
- Gilley, J.W., England, S.A., and Gilley, A.M. (2002). Principles of human resource development. Cambridge, MA: Perseus.
- Greenhaus, J.G., Callanan, G.A., and Godshalk, V.M. (2000). Career management.

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**IBM-HR- 1005 Elective – 1 (b)**  
**COUNSELLING SKILLS FOR MANAGERS**

**OBJECTIVES:**

To involves paying close attention to the speaker's words and body language, and reading between the lines to understand their emotions and thoughts.

- To consider other people's perspectives and experiences, even when the situation isn't similar to yours.

**OUTCOMES:** A vital skill for counsellors that involves eye contact, body language, facial expressions, and nodding. An essential skill in counselling and communication that requires a caring attitude, acceptance of different cultures and behaviours, and respect for others' rights. A course component that involves focusing on group work theory and processes.

**UNIT-1** Introduction and relevance of counselling Skills: Introduction to Counselling. Six Approaches to Counselling. Goals of Counselling: Counselling Skills. Skills of Counsellors: creating communication Skills and Feelings: Creating mind sets: Counselling and the helping Process.

**UNIT-2** Emergence & Growth of Counselling Services, Counselling Process and Application of Counselling to organizational and personal situations with a focus on performance Counselling.

**UNIT-3** Counsellor – Client Relationship, Understanding Clients Behaviour developing and Terminating a Counselling Relationship & Follow Up, Assessing Clients Problems.

**UNIT-4** Counsellor's Attitudes & Skill of Counselling. Counselling Strategies or Therapies i.e. Insight Oriented Therapies, Behaviour Therapies and Group Therapies.

**UNIT-5** Communications and Persuasion. Communication Strategies and References. Group and their role in Understanding Clients problem.

**References**

- Counselling and Guidance by Rao, S.N. and Sahaj pal, P. McGraw Hill.
- Negotiating Skills for Managers by Cohen, S., McGraw-Hill.
- Negotiation by Lewicki, Saunders & Barry, McGraw Hill.
- Negotiation Made Simple by Singh, B.D., Excel Books.
- Counselling Skills for Managers by Singh, K., PHI.
- Understanding Organisational Behaviour by Pareek, U., Oxford.




**IBM-HR- 1005 Elective – 1 (c)**  
**TALENT MANAGEMENT**

**OBJECTIVES:**

- Aimed at helping students gain an insight into the basic concepts and application of Talent Management in business and industry.
- To emphasize on Talent Management & Talent Engineering.

**OUTCOMES:** Learn how to create and manage performance evaluation systems to help employees meet their goals and align with the organization's goals Learn how to identify and develop internal candidates for top leadership and crucial roles Learn how to develop and promote leadership competencies that will frame the behaviours expected for organizational success.

**UNIT 1:** Introduction to Talent Management: Introduction, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Source of Talent Management, Consequences of Failure in Managing Talent.

**UNIT 2:** Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System. Key Elements of Talent Management System.

**UNIT 3:** Life Cycle of Talent Management: Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management.

**UNIT 4:** Talent Management and Organizational Environment: Introduction, Talent Management and Organisational Environment, Talent Planning and Developing Values, Promoting Ethical Behaviour.

**UNIT-5** Talent Engagement: Introduction, Concept of Talent Engagement, Employee Engagement, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Role of HR in Talent Management.

**References**

- Al Ariss, A., Cascio, W. F., & Paauwe, J. (2014). Talent management: Current theories and future research directions. Journal of World Business.
- W. F., & Boudreau, J. W. (2017). Talent management of nontin-
- Dard employees. In D. G. Collings, K. Melah, & W. F. Cascio (Eds.),
- Handbook of talent management (pp. 494–519). Oxford, England:
- Oxford University Press
- Collings, D. G., Melah, K., & Cascio, W. F. (2019). Global talent manage-
- ment and performance in multinational enterprises:

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**IBM-HR- 1006 Elective – 2 (a)**  
**HRM IN SERVICE SECTOR MANAGEMENT**

**OBJECTIVES:**

- To Selecting the right people for the right jobs
- To Building a good relationship between management and subordinates

**OUTCOMES:** HRM can help employees feel more satisfied with their jobs. HRM can help reduce the number of employees who leave the organization. HRM can help create a better work culture that encourages innovation and collaboration. training and development, employee motivation, workforce empowerment, team integration, and work culture.

**UNIT-1** Meaning. Features. Classification of Services. Service Sector Management: Meaning. Significance of Service Sector. Reasons for Growth in Service Sector. Role of Customers in Service Process: Customers as Productive Resources. Customers as Contributors to Service Quality, Customers as Competitors.

**UNIT-2** Human Element in Service Sector: Introduction, Role and Significance, Abstract Questioning. Role Playing, Motivating Employees for Services. Develop People to Deliver Service Quality, Empowerment of Service Workers: Meaning, Advantages and Limitations.

**UNIT-3** Quality Issues in Services: Meaning and Dimensions of Service Quality, delivering Services through Agents and Brokers: Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers.

**UNIT-4** Human Resource Planning Evaluation in Service Sector: Meaning, HRP Evaluation Process. Purpose of HRP Evaluation in Service Sector, Issues Influencing HRP Evaluation in Service Sector.

**UNIT-5** Service Leadership: Meaning. Integrating Marketing Operation and Human Resources. Creating a Leading Service Organization. Issues and Challenges of HR in Specific Services: Trade Services: Wholesale and Retail. Advertising. Maintenance and Repairs.

**References**

- P. C. Tripathi. Human Resource Development, Sultan Chand & Sons, 1999.
- Disciplinary Procedures Guidelines.pdf
- Yoder Dale. Personnel Management & Industrial Relations, Prentice Hall, New Delhi, 1982.
- R. D. Agarwal. Dynamics of Personnel Management in India, Tata McGraw Hill, New Delhi, 1977.
- Argyris Chris. Personality & Organisation. Harper Collins, New York, 1957
- K Aswath Appa. Human Resource & Personnel Management. Fourth Edition. McGraw-Hill. New York, 2007.

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**(IBM-HR- 1006) Elective – 2 (b)****PLANNING AND DEVELOPMENT IN HUMAN RESOURCE****OBJECTIVES:**

- To familiarity with major sources of information and opinion related to management and in particular Human Resource Planning and Development.
- To a basic knowledge of current trends, practices, issues and changes in Human Resource Planning and Development practices.

**OUTCOMES:** Training employees improves their skills, knowledge, and attitudes, and helps them become more competent. HRD also helps employees become more aware of the skills needed for their job and the expectations of others. Some outcomes of HRM include job satisfaction, work engagement, organizational commitment, and turnover intention.

**UNIT-1** HRD – concept – meaning – philosophy – nature – need and significance. HRD – climate – goals – competencies – functions – areas, HRSD – Contextual factors and Human Resource System designing.

**UNIT-2** Performance appraisals and performance development – objectives of performance appraisal – The past and the future; Basic consideration in performance appraisal: Development oriented appraisal system. Interpersonal feedback and performance counselling.

**UNIT-3** Potential Appraisal and Development. Career planning and Development - Quality of work life – human capital development

**UNIT-4** Training – conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives; Training programme design; Training methods and their selection criteria; Evolution and Follow up training. Stress – definition – personality traits – emotional management.

**UNIT 5** HRD challenges in 21st century HR outsourcing human resource audit - human response development human resource accounting future of HRD Organization

**References:**

- Davenport, T.H., & Prusak, L. (1997), Working knowledge: How organizations manage what they know. Boston, Mass.: Harvard Business School Press.
- Prahalad, C.K., & Hamel, G. (1990), The core competence of the corporation. Harvard Business Review, (May-June), pp. 79–91.
- Hauschild, S., Licht, T., & Stein, W., "Creating a Knowledge Culture", McKinsey Quarterly, No.4, 2001.
- Flam Holtz, E.C. (1974), Human Resource Accounting, Dickenson Publishing Company, California.




**IBM-HR- 1006 Elective – 2 (C)**  
**NEGOTIATION & CONFLICT MANAGEMENT**

**OBJECTIVES:**

- Understand the concepts of conflict and negotiation and its role.
- Learn various contemporary methods of conflict and negotiation

**OUTCOMES:** Conflict management is the process of managing disagreements or conflicts between people or groups. Negotiation is a process that can be used to resolve problems. Students can learn how to apply constructive conflict resolution techniques in negotiations. Students can learn negotiation techniques for successful outcomes

**UNIT-1**

**Introduction:** Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, group & organizational conflicts, sources of conflict – intrapersonal, interpersonal, group & organizational sources.

**UNIT-2**

**Conflict Management Design:** Nature of conflict Management, contingency approach, conflict management process, the conflict domain, conflict trends, conflict distribution, conflict mapping and tracking.

**UNIT-3**

**Managing team & organization conflict:** techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humour and conflict resolution, negotiation as a tool for conflict resolution

**UNIT-4**

**Conflict resolution and Cost:** Conflict resolution models, framework model, classical ideas, new developments in conflict resolution, Environmental conflict resolution, gender and conflict resolution, Assessing the cost of workplace conflict

**UNIT-5**

**Negotiations:** Negotiations/ Negotiation strategies -Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, advantage of negotiations, Techniques of negotiation, issues in negotiations, Negotiation strategies: Strategy and tactics for distributive bargaining, strategy, negotiation strategy and planning.

**References:**

- Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
- Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075.
- Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011, REFERENCE BOOKS:
- Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.



**(IBM-MM 901) MARKETING AND CONSUMER PERCEPTION**

**OBJECTIVES:** The objectives of this course are to impart the understanding of various aspects of Advertising and Consumer Behaviour and their applications in the market as an integral part of marketing management, and developed an understanding of the importance of advertising to discover the different approaches of consumer behaviour.

**OUTCOMES:** After completion of the course, students will be able to understand the behaviour of consumers towards the products or services and the impact of advertising in the change of consumer behaviour towards their taste and preference.

**Unit-1** Nature, Scope and objective characteristics of advertisement  
Significance or role of Advertising, Legal, Ethical and Social Aspects of Advertising.

**Unit-2** Advertising: Types of Media, Media Planning, Media Selection and Strategy. Creative Advertising, Advertising Planning and Strategies.

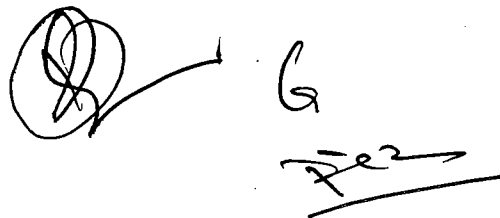
**Unit-3** Introduction to Consumer Behaviour, Consumer Buying Behaviour, Consumer Behaviour and Marketing Strategy. Consumer attitude and change. Influence of personality and self-concept on buying behaviour.

**Unit-4** Factors in the study of Consumer Behaviour: Lifestyle, Motivation, Attitude, Learning, Perception and Personality. Family, Groups, Social Class and Cultural Influence on Consumer Behaviour, Various Buying.

**Unit-5** Application of Consumer Behaviour. Issues in Formulation of Different Marketing Strategies. Marketing strategies formulation and marketing strategies plan.

**SUGGESTED READINGS:**

- Manendra Mohan, Advertising Management, TMH, New Delhi.
- Aaker, Batra and Myers, Advertising Management, Prentice Hall of India, New Delhi.
- Norris, Advertising Management, Prentice Hall of India, New Delhi. B.S. Rathore, Advertising Management, Himalaya, Mumbai.
- Consumer Behaviour, Peter D. Bennet and H.H. Kes.
- Kazmi & S.H.H. & Batra Satish, Consumer Behaviour, Excel Books, New Delhi.
- Fundamentals of Consumer Behaviour, Douglas W. Muto, Jr.
- Consumer Behaviour, Walters and Paul, McGraw Hill, New York.
- Consumer Behaviour, Shiffman, L.G. & Kanuk, L.L., PHI, N Delhi



## (IBM-MM – 902) BRAND IDENTITY MANAGEMENT

**OBJECTIVES:** The purpose of this course is to make familiar the students with the concept of Product & Brand Management in the context of promoting products and services. Brand management is one of the integral parts of the marketing management and the organizations are very much concerned about their brand image management.

**OUTCOMES:** After completion of the course, students will be able to understand the strategies used by the companies to develop their product or services in converting of the brand and how does it manage by the different management concepts.

**UNIT -1** Product: Definitions & Features, Product Levels, Classification of Products, Individual Product Decisions, Difference between Consumer Products and Industrial Products, Consumer Adoption Process, Product Differentiation

**UNIT-2** New Product Development: Factors Contributing to a new Product Design, New Product Development Process, Product Life Cycle, Factors Affecting Product Mix, Product Mix Strategies, Product Positioning

**UNIT-3** Brand Elements: Classification of Brands, Brand Identity, Brand Image, Brand Personality, Brand Architecture, Brand Equity, Brand Loyalty Pyramid, Brand Equity, Factors Influencing Brand Equity, Different Methods of Brand Equity Measurement, Brand - Customer Relationship.

**UNIT-4** Successful Brands: Characteristics of Successful Brands, Brand Strategies, Consumer Perceptual Space & Clutter, Brand Positioning, Brand Extension Strategies, Brand - Product Relationship, Brand Revitalization.

**UNIT -5** Other Branding Issues: Concept and characteristics of Industrial Brands, Brand Building Issues in Services, Concept of a Retail Brand, Key Issues in Building Retail Brands, Classification of Retail Formats, Ethics in Branding and Retailing, Marketing Research in Product and Brand Management Areas

### **SUGGESTED READINGS:**

- Subroto Sengupta, Brand Positioning, PHI, New Delhi.
- S.A. ChunaWalla Product Management, Himalaya, Mumbai.
- Aaker, David A., Managing Brand Equity, PHI, New Delhi.
- Steward, P: Building Brands Directly, London Macmillan.
- Czerniawski, Richard D. & Michael W. Maloney, Creating Brand Royalty, AMACOM.
- Cowley, Don – Understanding Brands, London, Kogan.
- Shrivastava, R.K., Product Management & New Product Development, Excel Books, New Delhi.
- Verma, Harsh, Brand Management, Text & Cases, Excel Books, New Delhi.
- M. Govind Rajan, Industrial Marketing Management, Vikas Publishing House Pt. Ltd., New Delhi.

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**(IBM-MM – 903) RURAL AND AGRICULTURAL MARKETING**

**OBJECTIVES:** The objectives of this course are to expose the students to various aspects of rural and Agricultural marketing as an integral part of marketing management, and developed an understanding of rural and agricultural issues with emerging scenario.

**OUTCOMES:** After completion of the course, students will be able to understand the Rural Marketing and agricultural marketing Scenario and equipped them with conceptual and practical dimensions of this super specialty base marketing subject from their career perspective.

**UNIT -1** Rural Marketing - Concept, definition, importance, nature and scope of rural marketing. Problems in Rural Marketing. Rural Market Structure: Demographic Environment, Physical Environment, Economic Environment, Political Environment, Technological Environment, Size of rural market.

**UNIT -2** Rural Economy: The Economic Scenario in Rural India, the rural economic structure, income and consumption, rural infrastructure and government policies, sources of rural finance. Rural Consumer Behaviour: Factors affecting consumer behaviour, characteristics and Psychology of rural consumer.

**UNIT -3** Product, promotion, branding and packaging, Distribution in the rural markets, types of rural channels, selection and management of channels, factors influencing channel decisions, retailing, transportation, warehousing.

**UNIT -4** Agriculture Marketing: Concept, Definition, Nature and Scope, characteristics of AGRI. Marketing, Components of Agri Marketing, Types of Agri Materials for Packing, Marketing of Seeds, Manure, Fertilizers, Pesticides.

**Unit -5** Distribution - Logistics Management - Problems encountered - selection of appropriate channels - new approaches to reach out rural markets – Electronic choupal applications.

**SUGGESTED READINGS:**

- CSG Krishnamacharya and Lalitha Ramakrishnan (2000). Rural Marketing-Text and Cases, Singapore:
- Pearson Education Asia, 1st Edition.
- T. Gopalswamy (1998). Rural Marketing - Environment Problems and Strategies, Wheeler Publishing, R.V. Badi and N.V. Badi, Rural Marketing, Himalaya Publishing House, First Edition, Mumbai, 2004
- Pradeep Kashyap and Siddhartha Raut, The Rural Marketing Book, Bizana, New Delhi, Revised Edition, 2008
- S.L. Gupta, Rural Marketing, First Edition, Wisdom Publications, Delhi, 2004

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## (IBM- MM- 904) INTERNSHIP VIVA VOCE

**OBJECTIVES:** The objective of the Internship program is to encourage the skills development of MBA (Marketing Management) students (in Marketing Management functional area. To encourage practical thinking and application of management/ functional knowledge.

**OUTCOMES:** Live direct/ hands-on. on the spot field exposure with the different formats of business organizations. Helpful in developing problem-solving approach. innovative thinking in all possible formats of organization. backed-up with improvement in communication and presentation skills as well as appropriate understanding of team work approach.

Internship is mandatory to encourage the skills development of MBA Students (in all/any specialized functional areas. In order to encourage practical thinking and application of Management knowledge (knowledge of Business Ethics and Social Responsiveness, Critical Thinking Business Analysis. Problem solving and Innovation, Business Environment and Domain Knowledge. Effective Communication Leadership and Team Work), Student shall be required to undertake 6-8 weeks practical training in an Organization (Irrespective Of Size) connected with Industry/Trade or Commerce, NGO, Social Work, any Government body/MSME/SSI/Business/Partnership Firm/ Sole-Proprietor Firm, Startup /Service Sector/Any other type of Private sector organization / Undertaking / Business Enterprise / Franchisee/Business House/Export House etc.

The student shall be solely and purely assessed/evaluated only on the basis of performance of presentation based on Practical thinking/ Application of Management Knowledge/ Communication/Negotiation/Managerial skills learnt during training/internship. This Oral Presentation shall constitute as a part of the MBA Full Time 3<sup>rd</sup> semester examination and shall carry 50 marks. The Assessment/ Evaluation will be done by a Panel consisting of Head of Department and One Internal Faculty in case of University Department and Head/Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University, in case of All Affiliated Colleges of the University.

The student shall be required to submit a Self-Declaration Form certifying his/her of completing the Internship as per the directions stated above. It shall be the sole responsibility of the student as regards truthiness of the Certificate and Institute and Director (Head)/ Faculty of the Institute (Department) shall in no way be responsible for it. If at any stage the Self Declaration given by the candidate is found false/untrue. appropriate measures as provided in the Rules / Regulations of the University shall be taken. If a student fails to undergo the Summer Internship and appear in Presentation, he/she will be awarded AIKT in the above Subject.

In case of special circumstances / natural calamities / pandemic condition, offline / online internship / internship presentation may also be arranged / conducted subject to the approval of competent authority.

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**IBM- MM- 905 Elective – 1 (a)**  
**ADVERTISING AND SALES PROMOTION**

**OBJECTIVES:** To acquaint the students with concepts and techniques in the application for developing and designing an effective Advertising and Sales Promotional Program.

**OUTCOMES:** After completion of the course, students will be able to understand the behaviour of consumers towards the products or services and the impact of advertising in the change of consumer behaviour towards their taste and preference.

**Unit-1** Introduction to Advertising Management, Integrated Marketing Communications, Setting Goals and Objectives, how advertising works: Segmentation and Positioning.

**Unit-2** Message Strategy: Attention and comprehension, Associating Feelings with the Brand, Brand Equity, Image and Personality and Group Influence and word of mouth advertising.


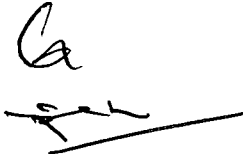
**Unit-3** Message Tactics: Creative Approaches, The Art of copy testing and Diagnoses, Production and Implementation, Media Strategy and Tactics, Legal, Ethical and Social concerns of Advertising.

**Unit-4** Consumer Promotions and Trade Promotions – Their purpose and types How to plan and evaluate a successful promotion, The relationship between advertising and promotions, Introduction to Global Marketing, Advertising and sales promotion.

**Unit -5** Sales Promotion - Rationale, Types - Consumer and Trade Promotions -- Sales Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.

**SUGGESTED READINGS:**

- Advertising Management – Concepts and Cases, Manendra Mohan (Tata McGraw Hill)
- Sales Promotion and Advertising Management (6thEd.) Himalaya Publishing House
- Advertising Excellence by Bovee, Thill, Dovel and Wood (McGraw Hill)
- Advertising Management – Seleka, Victor & Nirmala Prasad (Himalaya Publishing House)
- Foundations of Advertising -- Theory & Practice -- S.A. ChunaWala.



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**IBM- MM- 905 Elective – 1 (b)**

**MARKETING RESEARCH**

**OBJECTIVES-** To introduce the basic concepts of research and methodology of conducting researches in marketing domain, and to provide a foundation to pursue a professional career in Marketing Research domain.

**OUTCOMES:** The results of market research inform the final design of the product and determine how it will be positioned in the marketplace.

**UNIT – 1** The Marketing Research System - Definition of MR - Basic and Applied Research – The Marketing Research Process - Types of Research - Steps in Marketing Research Process - Research Design.

**UNIT-2** Sampling Process in Marketing Research– Sampling Design and Procedure – Sampling Methods – Non probabilistic sampling Techniques – Probabilistic sampling Techniques - Sample Size determination - Sampling Errors.

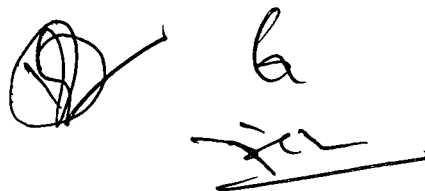
**UNIT-3** Measurement & Scaling in Marketing Research: Measurement concept – Sources of variation in Measurement, Validity & reliability of Measurement - Attitude measurement – Scaling Procedure

**UNIT-4** Data Instruments - Data Collection- Online data collection - Collection of Secondary Data – Collection of Primary Data Methods - Field Operations - Errors and Difficulties in Data Processing.

**UNIT- 5** Application of Marketing Research: Product Research – Motivation research – Advertising Research – Sales Control Research – Rural Marketing research - Export Marketing research.

**SUGGESTED READINGS:**

- Naresh K. Malhotra, MARKETING RESEARCH: AN APPLIED ORIENTATION, Pearson Education.
- Asia. Paul E. Green & Donald S. Tull, RESEARCH FOR MARKETING DECISIONS, PHI Learning Private Limited, New Delhi, 2009
- Donald R. Cooper & Schindler, MARKETING RESEARCH CONCEPT & CASES.

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## IBM- MM- 905 Elective – 1 (c)

### STRATEGIC MANAGEMENT

**OBJECTIVES:** Integrating the knowledge gained in functional areas of management  
Helping the students to learn about the process of strategic management, and helping the students to learn about strategy formulation and implementation

**OUTCOMES:** Overall, strategic management is an ongoing process that requires a systematic approach to formulate, implement, and evaluate strategies. It helps organizations navigate the dynamic business environment, seize opportunities, and achieve sustainable competitive advantage.

**UNIT-1** Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

**UNIT-2** Environmental Analysis and Diagnosis - Environment and its components: Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

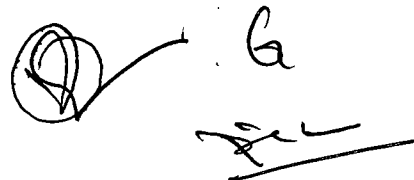
**UNIT-3** Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice – Industry.

**UNIT-4** Functional Strategies: Marketing, production/operations and R&D plans and policies Personnel and financial plans and policies.

**UNIT-5** Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change.

### SUGGESTED READINGS:

- Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.
- Vipin Gupta, Kamala Gol Lakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008.
- Amita Mittal, CASES IN STRATEGIC MANAGEMENT, Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.
- Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, PHI Learning Private Limited, New Delhi, 2008.

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## IBM- MM- 906 Elective – 2 (a)

### Digital Marketing

**OBJECTIVE:** Helps to identify core concepts of marketing and the role of marketing in society. Ability to collect process and analyse consumer and market data to make informed decisions. It also helps to understand pricing decisions. It focuses on the importance of digital marketing and its applications. Learning

**OUTCOME:** Students will be understood: Digital Marketing Concepts • The applications of digital marketing in the globalized market • Application and usage of E-mail advertisement and mobile marketing.

**UNIT -1** Introduction to Digital Marketing (DM)-Meaning, Definition, Need of DM, Scope of DM, History of DM, Concept and approaches to DM, Examples of good practices in DM.

**UNIT-2** Marketing Automation: Definition, Advantages, Marketing Automation Software: CRM, Sales force, Analytics; Customer Experience (CX), How does marketing automation help marketers. Marketing automation tools.

**UNIT-3** Digital Marketing Mix: Online Advertising. Lead Generation. Social Media Marketing. Content and Copywriting. Influencer Marketing: Influencer. Payment to Influencer, difference between influencer marketing and celebrity endorsements.

**UNIT-4** Email Marketing- Need for Emails, Types of Emails, options in email advertising. Features of Mailchimp. Mobile Marketing: Overview of the B2B and B2C Mobile Marketing.

**Unit-5** The Digital users in India, Digital marketing Strategy- Consumer Decision journey. POEM Framework. Segmenting & Customizing messages, Digital advertising Market in India. Skills in Digital Marketing. Digital marketing Plan.

#### SUGGESTED READINGS:

- Dave Evans., Susan Bratton, (2010). Social Media Marketing: The Next Generation of Business Engagement. Wiley
- Your Google Game Plan for Success: Increasing Your Web
- Michael J. Thibault (2023). The Influencer Blueprint: A Step-by-Step Guide to Harnessing the Power of Influencer Marketing for Business Success.
- How To Start a Blog (on the Side) by Ryan Robinson
- George Pain (2019). Marketing Automation and Online Marketing: Automate Your Business through Marketing Best Practices such as Email Marketing and Search Engine Optimization

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## IBM- MM- 906 Elective – 2 (b)

### RETAIL MARKETING

**OBJECTIVES:** To understand the concept, process and management of retail business to develop an understanding of the retail strategy and planning process, and to have an understanding of merchandise process.

**OUTCOME:** Retail marketers must focus on key elements such as product assortment, pricing, promotion, and distribution to achieve these goals

**UNIT – 1** An overview of Retailing - Types of stores - Product Retailing vs. Service Retailing - Non store Retailing - Retail strategy - Achieving competitive advantage and positioning Retailing environment - Legal, Social, Economic, Technological, issues - Trends in the Indian Retailing Industry.

**UNIT- 2** Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements.

**UNIT- 3** Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies.

**UNIT- 4** Communicating with the retail customer - Retail promotion mix-Advertising - Sales promotion - Publicity - Retail selling process - Retail database- In-store customer service.

**UNIT - 5** Globalization and changing retail formats - Online retailing - International Retailing - Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theatre, service malls, customer-made stores, interactive kiosk 'shopping arcades')

### SUGGESTED READINGS:

- Chetan Bajaj, Tuli & Srivastava, RETAIL MANAGEMENT, Oxford University Press, New Delhi, 2010
- Giridhar Joshi, INFORMATION TECHNOLOGY FOR RETAIL, Oxford University Press, New Delhi, 2009
- Swapna Pradhan, RETAIL MANAGEMENT, TEXT & CASES, Tata McGraw-Hill Publishing company, New Delhi.

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**IBM- MM- 906 Elective – 2 (c)**  
**GROWTH MARKETING STRATEGIES**

**OBJECTIVES:** Understand the foundational principles and frameworks of growth marketing as elucidated in 'Hacking Growth'. Analyze diverse business landscapes to identify growth opportunities and challenges. Apply data-driven methodologies to make informed decisions and drive growth. Develop effective strategies for customer acquisition, activation, monetization, and retention.

**OUTCOME:** Analyze businesses to identify growth opportunities. Design and implement growth experiments using data-driven methodologies. Develop innovative strategies for customer acquisition and retention. Evaluate and optimize marketing channels for maximum impact. Apply growth hacking techniques to accelerate business growth. Create actionable growth plans tailored to specific-business contexts.

**UNIT – 1** Introduction to Marketing Strategy & tactics, Components & Hierarchy, Integrating marketing strategy with the firm’s other strategies & resources.

**UNIT – 2** Discovering Market Opportunities: Marketing Strategy - Market Opportunity Analysis. Process of Identification, Formulation, Implementation & Control, Marketing Plan - Blueprint, Marketing Audit

**UNIT – 3** Measuring Market Opportunities: Market Forecasting: Introduction, Purpose, Techniques Forecasting Based on Current Demand: Market build up method, chain ratios.

**UNIT 4–** Marketing Strategies for New Economy: Market Specific Strategies: Strategies for New Entrants, Strategies for Growth Market, Strategies for Mature Market, Strategies for Declining Market.

**UNIT – 5** Competitive Strategies: Introduction to Competitive Edge, USP, Integration, Focus, Differentiation, Retrenchment strategies. Identifying competitors and analysing their strategies SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)

**SUGGESTED READINGS:**

- Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.
- Vipin Gupta, Kamala Gol Lakota& Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, Prentice Hall of India Private Limited, New Delhi,2008.
- Amita Mittal, CASES IN STRATEGIC MANAGEMENT, Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.
- Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, PHI Learning Private Limited, New Delhi, 2008.

**MBA FOURTH SEMESTER**  
**MARKETING MANAGEMENT**

S. No.	Course Code	Title	E Se nd m. Te Ex r a m m.	In onal te tinua rn ue tio al s n	Ma ar x ks	Cr ed it	Di str of ib Cr uted on it	
						<b>C</b>	<b>L</b>	<b>T</b>
1.	IBM-MM-1001	Service marketing	60	40	100	4	3	1
2.	IBM-MM- 1002	Industrial Marketing and Sales Management	60	40	100	4	3	1
3.	IBM-MM- 1003	Field Survey Presentation and Viva-Voce.	60	40	100	4	3	1
4.	IBM-MM- 1004	Comprehensive Viva-voce	50		50	2 (VC)		
5.	IBM-MM- 1005	<b>Elective –1</b> d) Supply Chain Management and Retail Management e) Customer relationship management f) Consumer behaviour	60	40	100	4	3	1
6.	IBM-MM- 1006	<b>Elective –2</b> d. Global marketing c. International marketing f. Social media marketing	60	40	100	4	3	1
		<b>Total</b>			550	20+(2) VC	15	5

(C=Credit per week) (L=Lectures per week) (T=Tutorials per week) (VC-Virtual Credit)

**MBA FOURTH SEMESTER - LIST OF ELECTIVES**

**(Any Two Papers to be Opted from Elective 1 & Elective 2)**

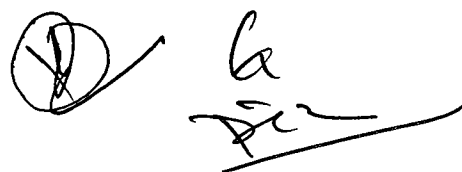
**Elective - 1**

4. IBM- MM- 1005 EC – 1 (a)Supply Chain Management and Retail Management
5. IBM- MM- 1005EC – 1 (b) Customer relationship management
6. IBM- MM- 1003EC – 1 (c) Consumer behaviour

**Elective - 2**

- 1.IBM- MM- 1006 EC – 2 (a) Global marketing
- 2.IBM- MM- 1006 EC – 2 (b) International marketing
- 3.IBM- MM- 1006 EC – 2 (c) Social media marketing

(IBM means Integrated MBA, MM means Marketing management, EC means Elective)



## (IBM- FA- 1001) SERVICE MARKETING

**OBJECTIVES:** The objective of this course to make understand the concept of marketing and service and also provide the exposure various marketing strategies and how to formulate it in the field accordingly.

**OUTCOMES:** After completion this course, the students will be able to understand the basic concept of service and marketing. They will be able to develop the various marketing strategies/ marketing mix in service marketing, branding and advertising as marketing tools.

**UNIT – 1** Concepts, Nature, Emergence, Growth and Importance of Services, Challenges in Marketing of services, Service Classification. Factors responsible for Growth of Services Sector,

**UNIT – 2** Marketing Framework for Service Business, Understandings Service Market. Services and Consumer Behaviour in Market of Services, Segmentation, Targeting and Positioning of Service Marketing.

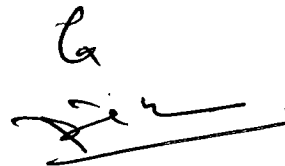
**UNIT – 3** Relationship Marketing. Retail Marketing. Service Process, Service Blueprinting. Managing Demand and Supply. Participants in Service Delivery: Employee's role & Customer's role. Mass Production and Delivery. Service Guarantee. Ethics in Service Firms.

**UNIT – 4** Marketing Information System and Marketing Research in Service Marketing. Strategies for Services Marketing, Designing of Service Strategy. Managing People in Service Industry and its Challenges, Pricing Strategies for Services and its Methods. Promotion Strategies for Services, Need for Coordination in Marketing Communication, Strategies to match Service Promises with Delivery.

**UNIT – 5** Service Vision, Issues concerning Service quality and Quality Mode, Marketing of Services in Various Business Areas. Development of Service Market in Indian Business.

### **Suggested Readings:**

- Lovelock, Christopher H. Managing Services: Marketing Operations and Human Resources. Englewood Cliffs, New Jersey, Prentice Hall Inc.
- Lovelock, Christopher H. Service Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc.
- McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann. Nargundkar R and T.K. Panda, Managing Customer Relationship in Service Industries. Excel Books, New Delhi.
- Bhattacharya C, Service Marketing, Excel Books, New Delhi.
- Newton M P Payne, A. The Essence of Service Marketing, New Delhi, Prentice Hall of India.

## (IBM- MM- 1002) INDUSTRIAL MARKETING AND SALES MANAGEMENT

**OBJECTIVE:** The objectives of this course are to expose the student to various aspects of Industrial Marketing and Sales Management and develop salesmanship abilities from marketing / selling prospective.

**OUTCOMES** It will help in exposing the various aspects of IM as well as personal selling and harness their abilities in the real-life marketing / selling situations.

**UNIT – 1** The nature and concept, scope and characteristics of IM: Industrial Vs Consumer marketing, Resellers marketing, Organizational Customers, Characteristics of organizational procurement. Personal Selling:

**UNIT – 2** The Role of personal selling in marketing mix. The personal selling process. Personal selling objectives. Types of Sales Jobs. The buying committee. supplier choice and evaluation. Green / environmental initiatives.

**UNIT – 3** Meaning, objectives, Nature and Scope of Sales Management Strategies for Managing the Industrial Marketing Environment. Concepts and Models of Organizational Buying Behaviour. buying centre involvement and interaction patterns,

**UNIT – 4** The strategic planning process in industrial marketing. bases for Industrial market Segmenting, Target Marketing and Positioning. Formulating IM channel strategies: Marketing channel participants.

**UNIT – 5** Sales and Territory Planning: Sales Organization, Sales Forecasting, Sales Budgeting, and Setting Quotas. Operational Sales Management: Selection, Motivation, Compensation and Types of Sales incentives.

### **SUGGESTED READINGS:**

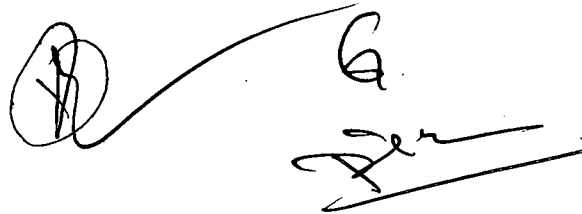
- Robert. Reeder, Edward Brierty, and Betty H. Reeder. (1998). Industrial Marketing, Analysis, Planning and Control. New Delhi. Edward, PHI, 2nd Edition.
- Krishna K. Haldar (2002). Industrial Marketing, Tata Mc Graw Hill, Delhi.
- Philip Kotler, Principles of Marketing Management, New Delhi, Prentice Hall of India, Millennium End, 1998. Cundiff and Govini, Sales Management - Decisions, Strategy and Cases. New Delhi: Prentice Hall of India, 1997.
- Michael H. Morris (1992). Industrial and Organizational Marketing, New York, MacMillian, 2nd Edition.
- Waubay R. Thomas.. Sales Management-Texts and Cases, Business Publication Inc.
- Johnson. Kurtz and Scheving (1994). Sales Management, Concept Practice and Cases, McGraw Hill NY. S. L. Gupta (2000). Sales and Distribution Management, New Delhi: Excel.
- F. L. Lobo (1998). Sales and Distribution Management, New Delhi: Global Business Press.

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**(IBM- MM- 1003) FIELD SURVEY PRESENTATION AND VIVA-VOCE.**

The student will be required to make detailed survey on the topic related to Marketing Management. This will be Field Survey and may consist of Working in and On Any Business/Non-Business Organization, Study of Phenomenon, Related topic and survey. After completion of the Field Survey, the student is required to make presentation of the Field Survey done. The survey presentation will be presented for assessment before the Assessment Committee consisting of a Panel of Head of Department and One Internal Faculty in case of University Department and Head/Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University, in case of All Affiliated Colleges of the University.

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## (IBM- MM- 1004) COMPREHENSIVE VIVA-VOCE

**OBJECTIVE:** To assess the theoretical/ conceptual as well as personality-based communication skills/ behavioural competence of the students, so as to evaluate the subjects taught in the entire two-year program.

**OUTCOME:** Extensively beneficial in the assessment of students' decision-making skills, interview skills, and face to face effective communication skills and understanding their domain knowledge testing. Helpful in encouraging their application testing abilities of theory with conceptual clarity.

The Comprehensive Viva-Voce Examination would assess the theoretical, practical as well as behavioural competence of the candidate. The evaluation is panoramic covering the subjects taught in the entire two-year program to examine the managerial skills the candidate is supposed to possess.

The Assessment/ Evaluation will be done by a Panel consisting of Head of Department and One Internal Faculty in case of University Department and Head/Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University, in case of All Affiliated Colleges of the University.

In case of special circumstances / natural calamities / pandemic condition, offline / online Comprehensive viva-voce may also be arranged / conducted subject to the mutual consent of external examiner / internal examiner, as per directives issued time to time.

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## **IBM- MM- 1005 Elective – 1 (a)**

### **SUPPLY CHAIN MANAGEMENT AND RETAIL MANAGEMENT**

**OBJECTIVE:** The course is designed to explain basic theory and techniques of logistics and RM to examine the issues and problems associated with logistics in a changing business environment. and to show how logistics can improve an enterprises effectiveness and competitiveness. Student would be encouraged to use computer software packages for problem solving.

**OUTCOMES:** Expected outcome is to provide the students exposure to SCM and RM Concepts and practical Knowledge of Emerging trends to help them develop skills and abilities required to manage SCM issues and Retail Outlets / Mall management.

**UNIT – 1** Introduction to SCM: Cons Concepts, Definition. nature and scope of SCM, Characteristics of SCM, Importance of SCM, Components of SCM.

**UNIT – 2** Conceptual framework of Logistics system analysis and design, warehousing and distributing Centres, their location, characteristics transpiration Systems, facilities and services. transportation-packaging

**UNIT – 3** Sourcing strategy - Manufacturing management, make or buy decision, Capacity management. Distribution. Strategy Choice of market, Network design.

**UNIT – 4** Retail management: Definition & Meaning of Retail and Retailing. Types of Retailers. various types of Retail format's. benefits of retailing. shopping trends in Indian Retail market and sural Retailing scenario in India.

**UNIT – 5** Retail Consumer behaviour, Retail Customer buying Behaviour, Customer decision making process, For Retail Locations: Importance of Retail Locations, Store Layout and Design Meaning of 'franchising franchise Market.

#### **SUGGESTED READINGS:**

- Suja Nair (2006). Retail Management. Mumbai: Himalaya Publishing House.
- Beal K. (1990). A Management Guide to Logistics Engineering. U. S. A. Institute of Production Engineering.
- Benjamin S. B. (1996). Logistics Engineering and Management. Englewood Cliffs, New York: Prentice Hall
- Bowersox, D J and Closs, D. J. (1986). Logistics Management: A system Integration of Physical Distribution, New York: MacMillan.
- Christopher, M. (1992). Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services. London: Pitman.
- James C.J. and Wood, Donald F. (1990). Contemporary Logistics. New York: Macmillan.
- Shapiro, R. (1995). Logistics Strategy: Cases and Concepts. Stipules. B. S. Sahay (1994). Supply Chain Management, New Delhi: Wheeler.
- Barry Berman and Joel R. Evans (2002). Retail Management: A Strategic Approach, New Delhi: Pearson Education.
- M. V. Kulkarni (2005). Retail Marketing Management, Pune: Everest Publishing House. Dunne Lusch, Retail Management. Cengage Learning India Pt. Ltd., New Delhi, 2002. A Shiva Kumar, Retail Marketing, Excel Books, New Delhi, 2007.

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**IBM- MM- 1005 Elective – 1 (b)**  
**CUSTOMER RELATIONSHIP MANAGEMENT**

**OBJECTIVES:** To understand the concepts and principles of CRM. To appreciate the role and changing face of CRM as an IT enabled function, and to enable managing Customer Relationship.

**OUTCOMES:** After completion of this course, the student will be able to: Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.

**UNIT – 1** Emerging Concepts in Customer Relationship Management: CRM evolution. CRM Definition. Need and Importance: Conceptual Framework of Customer Relationship Management:

**UNIT – 2** The Value Pyramid, Customer Interaction Cycle, Customer Profiling and Total Customer Experience. Goals of a CRM Strategy and Obstacles, Discussing People, Processes, CRM myths.

**UNIT – 3** CRM as a Business Strategy: CRM - Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in

**UNIT – 4** CRM. Customer Centricity in CRM-Concept of Customer centricity. Customer touch points. Customer Service. Measuring Customer life time value-. Customer life cycle Management.

**UNIT – 5** Technological Tools for CRM and Implementation: Data Mining for CRM - Some Relevant Issues; Changing Patterns of e-CRM Solutions in the Future; Organizational Framework for Deploying Customer Relationship; measuring profitability CRM implementation –set by step process.

**SUGGESTED READINGS:**

- Jagdish N Sheth, Paraiyar Atul, G Shailesh, Customer Relationship Management: Emerging Concepts, Tools and Applications. 1st Edition, Tata McGraw Hill, June 2008
- Judith Kincaid. Customer Relationship Management Getting it Right, Pearson Education.
- Peru Mohamed, A Sagadevan. Customer Relationship Management. A Step-by-Step Approach. Vikas Publishing House.
- Customer Centricity –Focus on right customer for strategic advantage, by Peter Fader. Wharton Digital Press, 2012

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## IBM- MM- 1005 Elective – 1 (c)

### CONSUMER BEHAVIOUR

**OBJECTIVES:** To understand the conceptual foundations of consumer buying behaviour to create awareness of the theories of motivation and perception as applied in consumer behaviour, and To acquaint with the communication and consumer decision making

**OUTCOMES:** By understanding what influences consumer choices, businesses can tailor their marketing strategies. By understanding what drives consumer decisions, businesses can adapt to changing preferences.

**UNIT - 1** Consumer Behaviour and Marketing Action - An overview – Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models

**UNIT – 2** Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

**UNIT - 3** Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles.

**UNIT - 4** Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

**UNIT - 5** The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

#### **SUGGESTED READINGS:**

- Bennet and Kasparian, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi
- Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011
- Ramanuj Majumdar, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi, 2011  
Loudon and Della Bitta,
- CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, Tata McGraw Hill, New Delhi, 2007
- Berkman & Gilson, CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, Kent Publishing Company.
- Efraim Turban, Jae Lacc, David King, & I-I. Michael Chung: Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.

Handwritten signature and initials, possibly 'G' and 'K', with a large flourish underneath.

**IBM- MM- 1006 Elective – 2 (a)**  
**GLOBAL MARKETING**

**OBJECTIVES:** To impart knowledge on the opportunities in global markets, to make the students familiarise with the global marketing plan.

**OUTCOMES:** To examine the scope of global marketing, to analyse the future of global marketing. CO 2; - To analyse the various environmental factors affecting global marketer. CO 3: -To identify the opportunities in global markets, to understand the scope of international marketing Research.

**UNIT 1** Introduction to global marketing- definition- Scope of global marketing- Domestic marketing international marketing- Global marketing-differences between them- Factors responsible for globalization- future of global marketing.

**UNIT 2** Global environment- Economic environment- political environment- legal environment- Multilateral Geographical groups- Global cultural environment.

**UNIT 3** Understanding the global consume market- Assessing international market opportunities Globally-Marketing Information systems- Marketing Research- Segmentation Targeting Positioning

**UNIT 4** Direct Investments- Expansion strategies Competitive analysis strategy. Global logistics management - International distribution systems - Global advertising and promotional strategies - Sales management - Developing marketing strategies and programs for international markets.

**UNIT 5** Global product management- standardization – differentiation- Marketing of services globally Global pricing decisions- Global marketing channels- Global marketing communications decisions- Direct marketing- internet and data base marketing.

**Suggested Readings:**

- Warren, J. Keegan- Global marketing management, Pearson Education
- Kotare and Helson --Global Marketing management, Wilsey publications
- Sakon visit --International marketing management, Pearson education.



**IBM- MM- 1006 Elective – 2 (b)**  
**INTERNATIONAL MARKETING**

**OBJECTIVE:** The course aims at exposing the students to the global business activities, marketing in international business and global forces transforming the international business today. The course would develop a general perspective about managing international business both in operational as well as strategic context.

**OUTCOMES:** International marketing is the practice of marketing products or services outside of a brand's domestic audience. It can help companies: target customers in new markets, reach a wider audience, increase profits, and create a globally recognizable brand.

**UNIT 1** Overview Need, Scope, Tasks, Contrast in domestic and international marketing, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes legal differences.

**UNIT 2** International Business Entry & Development Strategic effects of going international. Strategies employed by Indian companies to sustain globally. Global Market Entry Strategies – Export/Import. International Intermediaries - EMC's, Trading Companies, Licensing, Franchising.

**UNIT 3** Environment and Global Marketing Economic Environment, New trade theory, Macro economic objectives, Function of WTO, Regional Economic groups (EEU, NAFTA, etc.)

**UNIT 4** Product and Promotion Strategy in International Marketing The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Role of Services in global economy, Media advertising, Trade Fairs.

**UNIT 5** India's International Policy and Impact on Economy Government measures and export incentives, Role of Indian banks, Current stand on WTO, Services export from India, sourcing newly emerging democracies.

**Suggested Readings:**

- Daniels & Lee, International Business Keegan, Global Marketing
- Varshney & Bhattacharya, International Marketing Management References:
- Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva
- Cincotta, International Business • Khurana PK, Export Marketing

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## IBM- MM- 1006 Elective – 2 (C)

### SOCIAL MEDIA MARKETING

**OBJECTIVE:** The course aims at exposing the students to the global business activities, marketing in international business and global forces transforming the social media marketing.

**OUTCOMES:** On completion of this course, the students will be able to: Understand what social media is, the various channels through which it operates, and its role in marketing strategy. Establish a Video Marketing Strategy and learn YouTube Advertising.

**UNIT 1** Introduction - Introduction to social media, social media developed, Managing Information – Aggregators, Google Alerts, Blogs, Getting your company ready for Social Media Content Management, Scheduling, creating content, managing content programs, Planning Worksheets.

**UNIT 2** Blogs – Blogger, Tumblr, WordPress, Influencers Who are they? How to find them How to use them to benefit your brand. -Blogging- Local Marketing, Google AdWords Campaign Management- PPC Advertising- Affiliate Marketing, Mobile and SMS Marketing- Marketing Automation-Web Analytics- Growth Hacking


**UNIT 3** Identify and research your target audience Define a target market, build a customer avatar, understand how the target market impacts a social media platform and branding image choices, and learn to research best social media marketing strategy options specific to that target market.

**UNIT 4** YouTube Long - form video platforms, setting up a channel, managing content - Video Flow - Google Pages for YouTube Channel - Verify Channel Webmaster Tool – Adding Asset - Associated Website Linking - Custom Channel Branding Watermark - Featured Contents on Channel - Channel Main Trailer - Uploading Videos - Uploading Defaults.

**UNIT 5** Facebook, Instagram, Twitter - Set-up and usage Tips, LinkedIn - Tips and Guides Review of profiles, Pinterest - Visual social media and bookmarking, Set-up and management.

#### **Suggested Readings:**

- Social Marketing in India 1st Edition (Sameer Deshpande, Philip Kotler, Nancy R. Lee) 2
- Marketing with Social Media (Linda Coles)
- The Social Media Marketing Book (Dan Zarrella)
- Social Media Marketing 1st Edition (Michael R. Solomon, Tracy Tuten)

  
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