

# **VEER MADHO SINGH BHANDARI UTTARAKHAND TECHNICAL UNIVERSITY**

*(Formerly Uttarakhand Technical University, Dehradun Established by Uttarakhand State Govt. wide Act no. 415 of 2005)  
Suddhowala, PO-Chandanwadi, Premnagar, Dehradun, Uttarakhand (Website- [www.uktech.ac.in](http://www.uktech.ac.in))*



## **SYLLABUS**

**Approved in 13<sup>th</sup> Meeting of Executive Council held  
on 27<sup>th</sup> March 2023 subsequent to the 14<sup>th</sup> Meeting  
of Academic Council held on 20<sup>th</sup> March 2023**

**(For admission in 2022-23 and onwards)**

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## SYLLABUS

For

M.B.A. INTEGRATED Programme

(For admission in 2022-23 and onwards)



**MBA –INTEGRATED (Curriculum)-5 Year Full Time**

S.No	Paper Name	Credit Point	UU.Th	Marks Distribution Int.Th.
<b><u>I Semester</u></b>				
MAM 101	Management Concepts and Practices	4	100	50
MAM 102	Environment Management	4	100	50
MAM 103	Fundamentals of Business Statistics	4	100	50
MAM 104	Computer Application in Business	4	100	50
MAM 105	Fundamentals of Accounting	4	100	50
MAM 106	Fundamental of Business Analysis Techniques	4	100	50
MAM 107	English (Qualifying)			
<b><u>II Semester</u></b>				
MAM 201	Management Accounting	4	100	50
MAM 202	Business Economics-I	4	100	50
MAM 203	Business Environment	4	100	50
MAM 204	Indian Ethos and Values	4	100	50
MAM 205	Information Technology in Business	4	100	50
MAM 206	Business Communication and Technology Interface	4	100	50
<b><u>III Semester</u></b>				
MAM 301	Organizational Behaviour	4	100	50
MAM 302	Business Economics-II	4	100	50
MAM 303	Fundamentals of Financial Management	4	100	50
MAM 304	Fundamentals of Human Resource Management	4	100	50
MAM 305	Fundamentals of Marketing Management	4	100	50
MAM 306	Startup Planning and Professional Development	4	100	50
<b><u>IV Semester</u></b>				
MAM 401	Quantitative Techniques	4	100	50
MAM 402	Cost Accounting	4	100	50
MAM 403	Corporate Legal Environment	4	100	50
MAM 404	Research Methodology	4	100	50
MAM 405	Entrepreneurship Development and SME	4	100	50
MAM 406	Advanced Business Analysis Techniques	4	100	50
<b><u>V Semester</u></b>				
MAM 501	Strategic Management	4	100	50
MAM 502	Event Management	4	100	50
MAM 503	Labour Legislation	4	100	50
MAM 504	Corporate Governance	4	100	50
MAM 505	Marketing of Services	4	100	50
MAM 506	Simulated Consultancy Project	4	100	50



**VI Semester**

MAM 601	Business Process Management	4	100	50
MAM 602	International Business Management	4	100	50
MAM 603	Investment Management	4	100	50
MAM 605	Startup Management, Funding, Launching And Valuation	4	100	50

**VII Semester**

MAM 701	Work Experience and Dissertation	20	150	50
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**VIII Semester**

MAM 801	Specialisation 1 Paper 1	4	100	50
MAM 802	Specialisation 2 Paper 1	4	100	50
MAM 803	Specialisation 1 Paper 2	4	100	50
MAM 804	Specialisation 2 Paper 2	4	100	50
MAM 805	Case Study Application	4	-----	100
MAM 806	Research Based Project (Industry Expert Panel)	4	100	50

**IX Semester**

MAM 901	Specialisation 1 Paper 3	4	100	50
MAM 902	Specialisation 2 Paper 3	4	100	50
MAM 903	Specialisation 1 Paper 4	4	100	50
MAM 904	Specialisation 2 Paper 4	4	100	50
MAM 905	Problem Based Learning & Seminar (Industry Expert Panel)	6	100	50

**X Semester**

MAM 1001	Industrial Application Report	20	200	100
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## I Semester

### **MAM 101 : Management Concepts and Practices**

**Objective:** It aims to provide the fundamental knowledge of management and expose the students to various concepts, theories and practices in the field of management. Also, to impart knowledge about basic roles, skills and functions of management.

#### **UNIT 1 Nature of Management**

Meaning, Definition, Nature, Purpose, Importance & Functions, Management as an art, science & profession, Management as a social system, Concepts of management, administration and organization.

#### **UNIT 2 Evolution of Management Thought**

Contribution of F.W.Taylor, Henry Fayol, Elton Mayo, Chester Barnard & Peter Drucker to the management thought. Various approaches to management (i.e. Schools of management thought), Indian management thought.

#### **UNIT 3 Functions of Management**

**Planning:** Meaning, need and importance, Types, Levels, Advantages and limitations, Forecasting: need and techniques, Decision making: types, process of rational decision making, and techniques of decision making.

**Organizing:** Elements of organising and processes, Types of organisations, Delegation of authority: need, and difficulties in delegation, Decentralization: meaning, importance and direction, Principles of communication: types and importance.

**Staffing:** Definition of staffing, An overview of staffing function, The system approach to human resource management, Recruitment, Selection, Placement, Promotion, Separation, Performance appraisal, The Peter's principle.

**UNIT 4 Leading and Controlling:** (a) **Motivation:** importance and theories (b) **Leadership:** meaning, styles, qualities and functions of leaders, (c) **Controlling:** need, nature, importance, and process and techniques of controlling.

#### **UNIT 5 Recent Trends in Management**

Social responsibility of management, Environment friendly management, Management of change, Management of crisis, Total quality management, Stress management, International management.

#### **Text Book**

1. Koontz and Wehrich ; Essentials of Management; Tata McGraw Hill

#### **Reference Books**

1. Robbins, S.P. and Coulter, M.; Management; Pearson Education
2. Massie, Joseph L.; Essentials of Management; Prentice Hall of India



## MAM 102 : Environment Management

**Objective:** The course shall provide the students with an exposure of environmental problems and issues in a scientific framework, developing methodologies to solving problems and ultimately to master the manner of systematic implementation of existing environmental policies in achieving sustainable development. The main approach is to focus on the environmental management and to illustrate some of the ways in which we can protect our environment in a managed way.

### UNIT 1 Basics of Environment Management

Implications of human population growth, Limits to growth, Natural resources-Renewable and Non Renewable sources; associated problems, Role of an individual in conservation of natural resources, Sustainable development, Concept of an Ecosystem, Ecosystem degradation, Industrial Ecology and Recycling Industry. Biodiversity Management, Role of Biodiversity in trade.

### UNIT 2 Environmental Management System

EMS standards: ISO 14000, Environmental Auditing, Clearance/Permissions for establishing industry, Environmental Management & Valuation, Environmental Economics, Environmental Taxes Shifts, Green Funding, Environmental Ethics, Environmental Law Implementation.

### UNIT 3 Major Environmental Issues

Construction of dams: problems and concerns of rehabilitation of affected people; resources consumption patterns and need for equitable utilization; Equity disparity in western and eastern countries; Urban and rural equity issues; Concept of Bio-Ethics. Air, Water, Land & Waste Management: Introduction, Impact on health, environmental and industry, Measures of control, Individual contribution. Green House Effect, Global Warming, Acid Rain, Rain Water Harvesting, Ozone Layer depletion.

### UNIT 4 Environmental Laws

Environmental (protection) Act, The water (prevention and control of Pollution); Issues involved in enforcement of environmental legislations; Environmental Impact Assessment; Environmental Auditing; Central Pollution Control Boards, State Pollution Control Boards, Local Bodies.

### UNIT 5 Environmental Liabilities

Criminal wrongs and the environment, Law of Torts (civil wrong) and the environment, Strict and absolute liabilities.

### Text Book

1. Bala Krishnamoorthy, - Environmental Management Prentice Hall India.

### Reference Books

1. NK Uberoi Environment Management, Excel Books, New Delhi.
2. Pandey, G.N. – Environment Management, Vikas Publishing House, New Delhi, 1997.
3. Mohanty, S.K. Environmental and Pollution Law Manual, Universal Law Pub., New Delhi 1996.



## MAM 103 : Fundamentals of Business Statistics

**Objective:** The course aims at developing understanding of basic concepts of statistics and skills to apply.

### UNIT 1 Introduction

Definition of statistics, Characteristics, functions, importance, limitations and types of statistics, Uses of statistics in functional areas of management, Introduction to sampling.

### UNIT 2 Classification and Presentation of Data

Frequency distribution: discrete and continuous frequency distribution, Diagrammatic and graphic representation: line, bar, rectangle and Pie diagram, Graphs: histograms, frequency polygon, cumulative frequency curves or ogives, Advantages and limitations of diagrams and graph, Tabulation: types of tables.

### UNIT 3 Measures of Central Tendency and Dispersion

Concept of central tendency, Measures of central tendency, Definitions, properties and applications of mathematical averages including arithmetic mean, Geometric mean and harmonic mean, Positional averages: mode, median and other partition values including quartiles, deciles, and percentiles, Measures of dispersion/variation: absolute and relative, range, quartile deviation, mean deviation, standard deviation, and co-efficient of variation, Properties of standard deviation/variance, Comparison of various measures of dispersion, skewness, and kurtosis, Moments: calculation (including Sheppard's corrections) and significance.

### UNIT 4 Correlation and Regression

Correlation: Scatter diagram, Karl Pearson's coefficient of correlation, and Spearman's coefficient of rank correlation, Regression: method of least squares, regression coefficient, and standard error of estimate.

### UNIT 5 Time Series and Forecasting

Time Series: introduction, Objectives of time series, Identification of Trend, Variation in time series: secular variation, cyclical variation, seasonal variation, and irregular variation, Methods of estimating trend, Choosing appropriate forecasting model.

### Text Book

1. Berenson and Levine; *Basic Business Statistics: Concepts and Applications*; Prentice Hall of India.

### Reference Books

1. Beri, G.C.; *Business Statistics*; Tata McGraw Hill.
2. Black, Ken; *Business Statistics: For contemporary Decision Making*; Wiley.
3. Siegel, Andrew F.; *Practical Business Statistics*; Tata McGraw Hill.
4. Levin, Richard and David S. Rubin; *Statistics for Management*; Prentice Hall of India.
5. Spiegel M.D.; *Theory and Problems of Statistics*; Tata McGraw Hill.



## MAM 104 : Computer Application in Business

**Objective:** The objective of this course is to make the students aware of the evolution of computers and the basic software and hardware that enables business processes. Some of the current concepts shall also be introduced such as RDF database, that is the basis of text analytics and social media analytics.

**UNIT 1** Introduction to Computer, Characteristics of Computer, Function of Computer, Application of Computer, Generation of Computer, Classification of Computer.

**UNIT 2** Basic Computer Organisation, Types of Memory, Central Processing Unit and its Component, ROM, RAM and their importance. How configuration of RAM, chip speed and other components affect the performance of a computer.

**UNIT 3** Number System: Positional and Non-Positional Number System. Binary Number System, Decimal Number System, Octal and Hexadecimal Number System, Conversion of One Number System to Other Number System.

**UNIT 4** Hardware and Software, Types of Software, Relation between Hardware and Software, Computer Virus and Antivirus Tools, GIGO.

**UNIT 5** Introduction to Databases; SQL, RDBMS, RDF, NoSQL; Brief introduction about Mongo DB, SparQL.

### Text Book

1. Rajaraman, V; Introduction to Information Technology, PHI.

### Reference Books

1. Sinha, P.K. and Sinha Priti, Computer Fundamentals; BPB Publication.
2. Saxena, S; Computer Application in Management, Vikas Publishing.





## MAM 105 : Fundamentals of Accounting

**Objective:** The course aims to provide an understanding of basic principles of accounting and their applications in business.

### UNIT 1 Meaning and Scope of Accounting

Nature of financial accounting principles, Basis of accounting, Accounting assumptions and limitations, Accounting vs. Book Keeping, Brief review of accounting standards in India, Accounting policies, Valuation principles, Accounting estimates.

### UNIT 2 Accounting Process

Recording of business transactions, Preparation of trial balance (Voucher systems, Accounting process, Journals, Ledger, Cash Book, Trial Balance).

### UNIT 3 Depreciation Accounting

Introduction, Methods for providing depreciation.

### UNIT 4 Final Accounts

Preparation of final accounts (non-corporate entities) along with major adjustments (P&L A/c, Balance sheet).

### UNIT 5 Financial Statement Analysis

The tools of analysis, Horizontal analysis, Vertical analysis, Trend analysis, Ratio analysis, Funds flow and Cash flow analysis, AS-3 (Revised).

### Text Books

1. Tulsian, P.C.; *Financial Accounting*; Pearson Education.
2. Maheshwari, S N and SK Maheshwari; *Financial Accounting*; Sultan Chand and Sons.

### Reference Books

1. Anthony, Robert N and Bretiner K. Leslie; *Essentials of Accounting*; Pearson Education
2. Gupta R.L.; *Advanced Accounting*; S. Chand and Sons
3. Bhattacharyya, Ashish; *Essentials of Financial Accounting*; Prentice Hall of India



## MAM 106 : Fundamental of Business Analysis Techniques

**Objective:** The intent of this module shall be to develop critical thinking and analytical ability in students to enable them take better decisions. Students shall be able to use several techniques adopted by Management professionals and Business Analysts to evaluate business performance.

**UNIT 1** Introduction to critical thinking; why critical thinking is important for correct decisions; how to think in a critical manner; art of asking right questions;

**UNIT 2** Introduction to problem solving; different methods deployed by business analysts to solve business problems; basics of problem solving; Creative problem solving, individual and group problem solving techniques.

**UNIT 3** Basics of performing analysis such as SWOT, cause effect analysis, PESTEL, break even, key ratio, what if scenario mapping, pareto analysis etc.

**UNIT 4** Restructuring techniques used to simplify complex business problems; Brainstorming technique and its application to idea analysis; Decision trees.

**UNIT 5** Performing company analysis in conjunction with industry analysis, structure of industry research reports, economic analysis, analysis of trade and taxation policies on economic viability and their methods.

**Lab Exercises:** Each unit should contain lab work using case studies and their mapping through software such as visio, business mapper, people mapper etc. Simulated problems shall be mapped in various templates for business analysis.

### Text Book

1. Podeswa, Howard; Business Analyst's handbook; Cengage Learning.

### Reference Books

1. Vangundy Arthur B; Creative Problem Solving: A guide for trainers and management; Greenwood Publishers.
2. Rickards Tudor; Problem Solving; Coles Business Books.



## MAM 107 : English

**Objective:** The course has been designed to improve the oral and written English communication skills of the students.

**UNIT 1 Types of Sentences** - Part of speeches, Active and passive voice, Direct and indirect (or Report) speech, Articles, Concord.

**UNIT 2 Tenses and Forms** - Question tags and short responses, Prepositions, Conjunctions, Verbs, Adjectives, Adverbs.

**UNIT 3 Word Substitution** - Homonyms, Antonyms, Synonyms, One word substitution, Common errors, Logical rearrangement of words, Punctuation and capitalization.

**UNIT 4 Vocabulary** - Splitting the fine senses of words, Literal and figurative use of words, Word parallels and alternatives, Lexical sets, Language games, Word stress and sentence stress, Intonation.

**UNIT 5 Comprehension** - Affirmative: negative & vice versa, Assertive: exclamatory & vice versa, Assertive: interrogative & vice- versa.

### Text Book

1. Wren & Martin; English Grammar and Composition; S. Chand & Co.

### Reference Books

1. Lewis Norman; Word Power made easy; W.R; Goyal Publication & Distributors.
2. Better Your English- A Workbook for 1st year Students; Macmillan.
3. Rosen Blum M; How to Build Better Vocabulary; Bloomsbury Publication.



## **II**

## **Semester**

### **MAM 201 : Management Accounting**

**Objective:** The course intends to impart knowledge about basic principles of management accounting and their applications in business management.

#### **UNIT 1 Introduction**

Accounting for Management, Role of cost in decision-making, Management accounting and cost accounting as internal control tools, Types of cost, Cost concepts, Full costing, Overhead allocations, Preparation of cost sheet.

#### **UNIT 2 Marginal Costing**

Cost, Volume, Profit analysis, P/V ratio, Analysis and implications, Concept and uses of contribution, Break-even point and its analysis for the various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential costing and incremental costing: concept, uses and applications, Method of calculation of these cost and their role in management decision making like sales, replacement, buying etc.

#### **UNIT 3 Budgeting**

Concept of budget, Budgeting and budgetary control, Types of budget, Static and flexible budgeting, Preparation of cash budget, Sales budget, Production budget, Materials budget, Capital expenditure budget and master budget, Advantages and limitations of budgetary control.

#### **UNIT 4 Standard Costing**

Concept of standard costs, Establishing various cost standards, Calculation of material variance, labour variance, and overhead variance, and their implications and applications, Transfer pricing: multinational transfer pricing, market based transfer pricing, and cost-based transfer pricing, Cost of quality and time.

#### **UNIT 5 Responsibility Accounting**

Concepts of investment center, cost center, profit center and responsibility centre, and their managerial implications.

#### **Text Books**

*Horngren, Charles T and Stratton, William O. and Sundem, Gary L; Introduction to Management Accounting ; Prentice Hall of India*  
*Anthony, Merchant and Hawkins; Management Accounting; Tata McGraw Hill*

#### **Reference Books**

1. Richard M. Lynch and Robert W. Williams; *Accounting and Management: Planning and Control*; Tata McGraw Hill
2. Bhattacharya, D.; *Management Accounting*; Pearson Education
3. Jain, I.C; *Management Accounting*; Taxmann
4. Kishore, M., Ravi; *Cost Accounting*; Taxmann
5. Vij, Madhu; *Management Accounting*; MacMillan.



## MAM 202 : Business Economics- I

**Objective:** The course is intended to expose students to basic microeconomic concepts, to enable them to apply the economic reasoning, analyse various business problems and provide solutions.

### UNIT 1 Introduction

Nature and scope of microeconomics, Determinants of demand and supply and laws of demand and supply, Price, cross price and income elasticity of demand and supply, Consumer equilibrium: utility and indifference curve analysis.

### UNIT 2 Consumer Behavior

Notion of indifference and preference, Indifference curve analysis of consumer behavior, Consumer's equilibrium (necessary and sufficient conditions), Price elasticity and price-consumption curve, Income-consumption curve and Engel curve, Price change and income and substitution effects, Consumer surplus, Revealed Preference Theory.

### UNIT 3 Production Function

Short run and long run production functions, Characteristics of various factors of production laws of returns, Optimal input combination, Internal and external economics of scale, Revenue curves, Optimum size of the firm, Factors affecting the optimum size, Location of firms.

**Cost:** Classification of costs, Short run and long run cost curves and their interrelationship.

### UNIT 4 Market Structure

Perfect competition, Monopoly, Monopolistic competition, Discriminating monopoly, Aspects of non-price competition, Oligopolistic behaviour.

### UNIT 5 Theory of Distribution, Rent and Wages

Modern theory of distribution, Determination of rent, Quasi rent, Alternative theories of interest and wages.

### Text Book

1. Pindyck, R.S. and Rubinfeld, D.L.; *Microeconomics*; Prentice Hall of India.

### Reference Books

1. Samuelson, A. Paul and Nordhaus, D. William; *Economics*; TataMc-Graw Hill
2. Browning, E.K., and Browning J.M.; *Microeconomic Theory and Applications*; Kalyani Publishers
3. Gould, J.,P., and Lazear, E.P; *Microeconomic Theory*; All India Traveller Bookseller
4. Salvatore, D. and Schaum, *Outline of Theory and Problems of Microeconomic Theory*; Tata McGraw-Hill



## MAM 203 : Business Environment

**Objective:** The course aims at imparting knowledge about the various social, political, legal, economic and technological factors which influence the business environment.

### UNIT 1 Introduction

Introduction, Concept, Significance and nature of business environment, Types of environment, Difference between internal and external environments, Nature and structure of economy, Techniques for environment analysis, Approaches and significance of environment forecasting.

### UNIT 2 Economic Environment of Business

Economic environment, History of economic systems, Market, Planned and mixed economy, Planning in India: emergence and objective, monetary policy, and fiscal policy, Union budget as instrument of growth and its impact on business, Industrial policy: meaning, objective and recent developments in new economic policy and its impact on business, EXIM policy.

### UNIT 3 Political Environment of Business

Politico-Legal environment, Political institutions: legislature, executive, and judiciary, Relationship between business and government, Role of government, Constitutional provisions affecting business.

### UNIT 4 Technological, Legal and Regulatory Environment of Business

Factors influencing technological environment, Role and impact of technology on business, Transfer of technology: channels, methods and limitations, Intellectual property rights and trademarks, Competition Act 2002, Consumer Protection Act 1986, SEBI Act.

### UNIT 5 a. Business and Social Environment

Population size, Declining birth rate, Changing age structure and its impact on business, Business and society, Business and culture, Culture and organizational behavior, Consumerism, Social responsibility of business.

### b. International Business Environment

Foreign investment and trade regulation, Foreign direct investment, Foreign institutional investment, WTO and India: an overview, Regulation of foreign trade, Disinvestment in public sector units.

### Text Book

1. Cherunilam, Francis; *Business Environment*; Himalaya Publishing.

### Reference Books

1. Paul, Justin; *Business Environment*; Tata McGraw Hill.
2. George, A. and Steiner, G.A.; *Business Environment and Society*; Macmillan.
3. Aswathappa, K.; *Business Environment and Strategic Management*, HPH.
4. I.C. Dhingra; *Indian Economics: Environment and Policy*; Sultan Chand & Sons.



## **MAM 204 : Indian Ethos and Values**

**Objective:** The intent of this course is to impact the student's moral behaviour by making him aware of the traditional ancient Indian culture and value system, ethics and morality and how such old practices can be adopted in the modern times to improve the business outlook and its progress.

**UNIT 1** Personal growth and lessons from ancient Indian educational system, Human values, Need for values, Human values in managerial education, reliance of values for managers, spiritual values in management.

**UNIT 2** Attitude governing ethical behavior, relationship between ethics and professional manager.

**UNIT 3** Model of management in the Indian socio political environment, work Ethos.

**UNIT 4** Indian inside into TQM, Need for values in global changing environment.

**UNIT 5** Problems relating to stress in corporate life, proper stress management techniques and practices.

### **Text Book**

1. Sankar; Indian Ethos and Values in Management, Tata McGraw Hill.

### **Reference Book**

1. Khandelwal, Dr. N.M.; Indian Ethos and Value for Management, Himalaya Publishing House.



## MAM 205 : Information Technology in Business

**Objective:** The course aims to provide knowledge about basic components of a computer and their significance, and hands on learning of applications of MS Office and Internet in businesses.

### UNIT 1 Introduction to Computers

Firmware, Software:, Relationship between hardware and software, System software: Operating system, Translators, Interpreter, Compiler, Assemblers, Linkers, Overview of operating system, Function of operating system, Application software: general purpose packaged software and tailor made software, Types of memory: main memory and secondary memory.

### UNIT 2 Introduction to MS Word

Introduction to word processing, Features of word processing, Formatting documents, Paragraph formatting, Indents, Page formatting, Header and footer, Bullets and numbering, Tabs, Tables, Formatting the tables, Finding and replacing text, Mail merging etc.

### UNIT 3 Introduction to MS Excel

Introduction to electronic spreadsheets, Feature of MS-Excel, Entering data, Entering series, Editing data, Cell referencing, Ranges, Formulae, Functions, Auto sum, Copying formula, Formatting data, Creating charts, Creating database, Sorting data, Filtering.

### UNIT 4 Introduction to MS Power Point

Power Point, Features of MS Power Point, Clipping, Slide animation, Slide shows, Formatting etc.

### UNIT 5 Internet and its Uses

Architecture and functioning of internet, Worldwide web and its structure, Role of internet service providers, Website development and role of websites in business, Searching and downloading from internet, Uploading on websites in some cases, and Updating of some simple websites.

### Text Book

1. Rajaraman, V.; *Introduction to Information Technology*; Prentice Hall of India.

### Reference Books

1. Sinha, P. K., and Sinha, Priti; *Computer Fundamentals*; BPB Publications.
2. Leon, Alex and Leon, Mathews; *Fundamentals of Information Technology*; Vikas Publishing.
3. Saxena, S.; *Computer Applications in Management*; Vikas Publishing.
4. Norton, Peter. ; *Computing Fundamentals*; Tata McGraw-Hill Education.





## MAM 206 : Business Communication and Technology Interface

**Objective:** The basic objective is to enhance communication skills of students and make them aware of the technology interface adopted by businesses to make communication better and effective.

**UNIT 1** Purpose and process of communication; myths and realities of communication; paths of communication; oral communication; noise, barriers to communication; listening process, types of listening, deterrents to listening process, essentials of good listening; telephonic communication.

**UNIT 2** Presentation skills; prerequisites of effective presentation, format of presentation; Assertiveness – Indicators of assertive behavior, strategies of assertive behavior; Communication skills for group discussion and interviews.

**UNIT 3** Non verbal communication; gestures, handshakes, gazes, smiles, hand movements, styles of working, voice modulations, business etiquettes; business dining, business manners of people of different Cultures, managing customer care.

**UNIT 4** Written communication; mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence-business letter format, style of letter arrangement, types of letters, electronic mail; resume preparation. The Cross Cultural Dimensions of Business Communication.

**UNIT 5** Modern communication techniques; e-mail, sms, chat; communication network; 3G, 4G and 5G networks; WebRTC and its applications; role of electronic communication in optimization of business processes; Introduction to Twitter, Facebook, LinkedIn and other social media communication networks and their merits and demerits.

### Text Books

1. Bovee, Thill and Chaturvedi; *Business Communication Today*; Pearson Education
2. Lesikar, Pettit ; *Business Communication: Theory Applications*; AITBS

### Reference Books

1. Thorat, A. and Lokhandwala, M. ; *Enriching Oral and Written Communication*; Orient Blackswan
2. Dutt, P. Kiranmal and Geetha Rajeevan and CLN Prakash; *A Course in Communication Skills*; Cambridge University Press



### III Semester

#### **MAM 301 : Organizational Behaviour**

**Objective:** The course aims to develop the understanding of students about basic concepts, theories and techniques in the field of human behavior at individual, group and organizational levels.

**UNIT 1** Organizational Behaviour: Focus and Purpose, Nature, Scope and Development, OB Models and Models of Man.

**UNIT 2** Personality: Determinants of Personality, Theories of Personality, Individual Difference, Matching Personality and Jobs, Personality and Organization, Perception: Meaning, Perceptual process, perception and OB.

**UNIT 3** Learning and Behaviour Modification: Learning process, Theories of Learning, Attitude – Characteristics and Components of Attitude, Attitude and Behaviour, Attitude Formation, Measurement of Attitude, Attitude and Productivity.

**UNIT 4** Motivation: Nature of Motivation, Motivation Process, Theories of motivation; Need Priority Theory, Theory X and Theory Y, Two Factor Theory, ERG Model, Limitations and Criticisms of Motivation Theories.

**UNIT 5** Leadership: Importance, Functions, Style, Theories of Leadership, Types.

#### **Text Books**

1. Luthans, Fred ; *Organizational Behaviour*; Tata McGraw Hill
2. Robbins, S.P ; *Essentials of Organizational Behaviour*; Pearson Education.

#### **Reference Books**

1. Pareek, Udai; *Understanding Organizational Behaviour*; Oxford University Press.
2. Newstrom, John; *Human Behaviour at Work*; Tata McGraw Hill
3. McShane, Steven L and Mary Von Glinow and Radha R. Sharma; *Organizational Behaviour*; Tata McGraw- Hill.
4. Singh, Kavita; *Organisation Behaviour Text and Cases*; Pearson Education.



## MAM 302 : Business Economics- II

**Objective:** The course intends to develop the understanding of the macroeconomic concepts such as income and employment, investment, consumption, fiscal policy and monetary policy which impact businesses.

### UNIT 1 Nature and Scope of Macroeconomics

Meaning, nature and scope, Circular flow of income, National income: alternative concepts and the measure, Income and their interrelationship, Stock and flow variables, Aggregate demand, Supply and macroeconomic equilibrium, Nature of a trade cycle, Causes of booms and recessions.

### UNIT 2 Theory of Income and Employment

Classical theory of output and employment, Say's law of markets, Keynesian theory of income determination, Consumption Function: meaning, determinants and importance, Theory of consumption: absolute income hypothesis, relative income hypothesis, permanent income hypothesis and life cycle hypothesis.

### UNIT 3 Theory of Investment

Types of investment, Determinants of investment, Marginal efficiency of capital, Net present value, Internal rate of return, Interest rate determination: Classical, Neo-classical and Keynesian theories. Theory of Multiplier: Static and dynamic multiplier, Tax multiplier, Foreign trade multiplier, Balanced budget multiplier, Leakages from multiplier, Importance and limitations.

### UNIT 4 a. Fiscal Policy

Nature of fiscal policy, Fiscal deficits, Fiscal policy in relation to growth and price stability, Basic issues in fiscal deficit management, Nature and management of public debt, Business taxes: types, rationale and incidence.

### b. Money Supply Measures

Credit creation process and money multiplier, Instruments of monetary policy, Promotional and regulatory role of central bank, Monetary policy: types, causes, effects and control measures.

### UNIT 5 Measurement of National Income

Measurement of national income: concepts, methods, measures, Keynesian theory of income determination: income determination, aggregate demand, simple multiplier.

### Text Books

1. Rangarajan, C and Bakul H. Dholakia; *Principles of Macroeconomics*; Tata McGraw Hill
2. Gupta, G.S; *Macroeconomics Theory and Applications*; Tata McGraw Hill

### Reference Books

1. Shapiro, Edward; *Macroeconomic Analysis*; Galgotia publications
2. Vaish, M.C.; *Macro Economic Theory*; Vikas Publishing
3. D'souza, Errol; *Macro Economics*; Pearson Education



## MAM 303 : Fundamentals of Financial Management

**Objective:** The objective of this course is to develop basic financial management skills in students and make them aware of the different components of financial management that they need to evaluate while analysing a company's prospects and performance.

**UNIT 1** Financial Management: Meaning, nature and scope of finance, Financial goal-Profit vs. wealth Maximization, Finance functions- Investment, Financing and Dividend Decisions, Innovative finance functions.

**UNIT 2** Capital Budgeting: Nature of investment decisions, Investment evaluation criteria- Net present value, Internal rate of return, Payback period, Accounting rate of return, Capital rationing, Risk analysis in capital budgeting. Cost of Capital: Meaning and significance of cost of capital, Calculation of cost of debt, Preference capital, Equity capital and Retained earnings, Combined cost of capital (weighted).

**UNIT 3** Operating and Financial Leverage: Measurement of leverages, Effects of operating and financial leverage on profit, Analyzing alternate financial plans, combined financial and operating leverage. Capital Structure Theories: Traditional and M.M. hypotheses- Determining capital structure in practice.

**UNIT 4** Dividend Policies: Issues in dividend decisions, Walter's model, Gordon's model, Dividend and uncertainty, Relevance of dividend, Dividend policy in practice, Forms of dividends, Stability in dividend policy, Corporate dividend behavior.

**UNIT 5** Requirement of Working Capital & Financing: Meaning, significance and types of working capital, Calculating operating cycle period and estimation of working capital requirements, Financing of working capital, Source of working capital, Spontaneous Source and Negotiated Source, Management of Working Capital: Dimensions of Working Capital Management, Management of Cash, Management of receivables and Management of Inventory.

### Text Book

1. Prasanna Chandra - Financial Management, TMH

### Reference Books

1. Banerjee: Financial Policy and Management Accounting, (PHI)
2. James C Vanhorne - Financial Management & Policy, Pearson
3. Weston, John Fred and Eugene, F. Brigham; Managerial Finance, Dryden Press.



## **MAM 304 : Fundamentals of Human Resource Management**

**Objective:** To develop the fundamentals of Human Resource Management practices and to make aware of the HR practices prevalent in industry.

**UNIT 1** Concept, Importance of HRM Emergence of HRM, Feature, Scopes, Relationship with line function, Role and functions of HR Managers, HRM Practices in India.

**UNIT 2** Human Resource Planning, Concept, Need, Method and Techniques, Market and HR Planning, Recruitment: Concept, Policy and Procedures, Sources, Selections, Concept, Policy, Types, Procedures, Induction: Concept, Objective.

**UNIT 3** Internal Mobility and Evaluation, Promotion: Purpose, types, Methods, Transfer: Concept Purpose, Types, Separation; Different Schemes and Practices. Performance Appraisal: Concept, Objective, Method. Practice with cases. Potential Appraisal: Practices with cases.

**UNIT 4** Compensation Management: Concept, Objectives Wages & Salary and incentives: Types and Practices Impact on Motivation, Fringe Benefits.

**UNIT 5** Training & Development – Concept, Objective, Types, Methods and practices. Training Need Assessment & Evaluation Motivational impact, Skill up gradation, Competence building.

### **Text Book**

1. Aswathappa, Human Resource Management: Text and Cases, McGraw Hill

### **Reference Books**

1. Dessler, Gary; Human Resource Management, Pearson.
2. Kandula – Human Resource Management in Practice with 300 models, Techniques and Tools; PHI.



## MAM 305 : Fundamentals of Marketing Management

**Objective:** The focus of their course is to provide understanding of marketing and marketing processes. It is confined to the foundation of marketing management.

**UNIT 1** Introduction to Marketing: Meaning, Importance, Scope, Core Concept, Marketing Management Process, Marketing in Economic Development Process, Marketing Environment.

**UNIT 2** Marketing Planning: Identification of market, STP, MIS, and M.R. Studying of Consumer Behaviour.

**UNIT 3** Product Pricing Strategy: Product, Product Classifications, Product Strategies, Product Life Cycle and Marketing Mix Strategy, Branding, Leveling and Packaging Strategies, Methods of Pricing and Strategy.

**UNIT 4** Promotion and Placement Management: Meaning, importance, scope and tools of Promotion and Promotional Strategy, Meaning and Importance of Distribution System, Strategic functions of wholeseller and retailer.

**UNIT 5** Strategic Marketing/Contemporary Issues in Marketing, Marketing of Services, Rural Marketing, International Marketing and Cyber Marketing.

### Text Books

1. Kotler, Keller, Koshy and Jha; *Marketing Management-A South Asian Perspective*; Pearson Education

### Reference Books

1. Sherlekar, S.A. Marketing Management, Himalaya Publishing.
2. Etzel, Michale J, Bruce J Walker, William J Stanton and Ajay Pandit; *Marketing : Indian Adaptation*; Tata McGraw Hill.



## MAM 306 : Startup Planning and Professional Development

**Objectives:** PD module aims to empower students take control of their own learning and development by engaging in an ongoing process of reflection and action. This process can stimulate students to achieve their aspirations and move towards their dreams. Startup Planning aims to develop cognitive skills to promote entrepreneurship and direct students towards a startup thought process whereby they develop acumen to plan their venture through concepts of business planning, modeling and analysis. Students shall be exposed to business plan evaluation techniques adopted by venture capitalists, bankers and other funding agencies.

**UNIT 1** Introduction to self Personality mapping through MBTI and Belbin test; Performing a Belbin test and generating a report individually; Development of individual SWOT; Listing of my dream and aspirations and developing a professional development portfolio of skills to achieve one's dreams.

**UNIT 2** Introduction to Entrepreneurship; Essential skills for being an entrepreneur; Who should be an entrepreneur; role of entrepreneurship in economic development; stages of entrepreneurial process; overcoming barriers of entrepreneurship.

**UNIT 3** Developing a business idea and its critical evaluation process; Role of market research to move from idea to concept and proof of concept testing; Writing a business plan; various types of business plans and viability assessment process.

**UNIT 4** Process of finding funds for your startup; what are the stages of funding; what venture capitalists look for in a startup before funding; what should be the sales pitch; How to pitch your startup; What are the various options for funding and equity dilution. Finding the right VC and startup accelerator.

**UNIT 5** Planning for launching a startup; stages of scaling a startup; when to sell out; how to assess scaling options versus exit options; exit strategies; legal aspects of a startup management.

### Text Book

1. Havinal, Veer; Management and Entrepreneurship; Newage Publishers.

### Reference Book

1. Record, Mathew; Preparing a Winning Business Plan; Howtobooks.



## IV Semester

### **MAM 401 : Quantitative Techniques**

**Objective:** To impart knowledge about various mathematical and optimization methods which are an essential aid in decision making in business.

#### **UNIT 1 Introduction**

- a) Basic concepts, OR Models and their role in decision-making.
- b) Linear programming: basic concepts, problem formulation, and graphical and simplex methods of solution.

#### **UNIT 2 Transportation Models**

Formulation of transportation problem, Initial basic feasible solution by North West Corner method, Least Cost method and Vogel approximation method (VAM), Test of optimality: Stepping-stone method, MODI method.

#### **UNIT 3 Assignment Models**

Hungarian method of solution of assignment problem.

#### **UNIT 4 Game Theory**

Characteristics of game theory, Two-person zero sum game, Saddle point, Mixed strategies, Dominance rule.

#### **UNIT 5 PERT/CPM**

Project management: PERT and CPM, Time-Cost trade-off.

#### **Text Book**

1. Anderson, Sweeney and Williams; *Introduction to Operations Research*; McGraw Hill.

#### **Reference Books**

1. Vohra N D; *Quantitative Techniques in Management*; McGraw Hill.
2. Frank, Budnik S.; Dennis Mcleavey, et al.; *Principles of Operations Research*; AITB





## MAM 402 : Cost Accounting

**Objective:** To impart knowledge about cost accounting methodologies and techniques for planning, controlling and decision making in businesses.

### UNIT 1 Introduction

Meaning, objectives and advantages of cost accounting, Difference between cost accounting and financial accounting, Cost concepts and classifications, Elements of cost, Installation of a costing system, Role of a cost accountant in an organization.

### UNIT 2 Materials

Material/inventory control: concept and techniques, Accounting and control of purchases, Storage and issue of materials, Methods of pricing of materials issued: FIFO, LIFO, Simple average, Weighted average, Replacement, Standard treatment of material losses.

### UNIT 3 Labour

Accounting and control of labour cost, Time keeping and time booking, Concept and treatment of idle time, Over time, Labour turnover, Fringe benefits.

### UNIT 4 Overhead

Classification, Allocation, Apportionment and absorption of overhead, Under and over-absorption, Capacity costs, Treatment of certain items in costing like interest on capital, packing expenses, debts, and research and development expenses, Activity based cost allocation.

### UNIT 5 a. Methods of Costing

Unit costing, Job costing, Contract costing, Process costing (process losses, valuation of work in progress, joint and by-products), Service costing (only transport).

### b. Accounting Systems

Integral and non-integral systems, Reconciliation of cost and financial accounts.

### Text Books

1. Shukla, M.C., T.S. Grewal and M.P. Gupta; *Cost Accounting: Text and Problems*; S. Chand & Co. Ltd.
2. Maheshwari, S.N. and S.N. Mittal; *Cost Accounting: Theory and Problems*; Shri Mahabir Book Depot

### Reference Books

1. Mittal, D.K. and Luv Mittal; *Cost Accounting*; Galgotia Publishing Co.
2. Arora, M.N.; *Cost Accounting – Principles and Practice*; Vikas Publishing House
3. Nigam, B.M. Lall and Jain I.C. ; *Principles and Practice; Cost Accounting*; Prentice Hall of India



## MAM 403 : Corporate Legal Environment

**Objective:** To make the student aware about various legal acts and their significance in day to day business.

**UNIT 1** Indian Contract Act - essential elements of contract, offer and acceptance, consideration, capacities of parties, free consent legality of objects, contingent contract, discharge of contract. Special Contract Act - Quasi-contracts, indemnity and guarantee, bailment and pledge, contract of agency.

**UNIT 2** Sales of Goods Act - introduction, conditions and warranties, transfer of ownership of property in goods, performance of the contract of sale, remedial measures.

**UNIT 3** Indian Partnership Act - nature of partnership, formation of partnership, relation of partners to one another, relation of partners to third parties, reconstitution of a firm, dissolution of a firm.

**UNIT 4** Negotiable Instruments Act - negotiable instruments - parties, negotiation, presentation, dishonour, crossing and borrowing of cheques.

**UNIT 5** Consumer Protection Act; Concepts, Complaint, Complainant, Consumer, Rights of Consumer, Consumer Forum, Role, Power and Functions; Procedure for Consumer Grievance Redressal.

### Text Book

1. Singh, Avtar; Business Laws; Eastern Law Publishing.

### Reference Books

1. Kuchhal, M.C.; Business Law; Vikas Publishing House.
2. Kumar, Ravinder; Legal Aspects of Business; Cengage Learning.



## MAM 404 : Research Methodology

**Objective:** To impart knowledge about research methods, and develop skills to use statistical tools necessary in management research.

### UNIT 1 Introduction to Research Methods

Definition and objectives of research, Various steps in scientific research, Types of research, Research purposes, Research design, Survey research, Case study research etc., Ethics in research.

### UNIT 2 Data Collection and Sampling Design

Sources of data: primary data, secondary data, sources of collecting primary data, and sources of collecting secondary data, Sampling procedures, Merits and demerits of sampling, Sampling errors.

### UNIT 3 Descriptive Statistics

Data preparation: editing, coding, classification and tabulation of data, Measures of central tendency, Probability concepts, Theoretical distributions: Binomial distributions, Normal distribution, and Poisson distribution.

### UNIT 4 Statistical Modeling and Analysis

Fundamentals of statistical analysis and inferences, Multivariate methods, Concepts of correlation and regression, Analysis of data, Hypothesis testing, procedure of testing hypothesis.

### UNIT 5 Research Reports

Structure and components of research report, Types of reports, Layout of research report, Mechanism of writing a research report.

### Text Book

Cooper, Donald R. and Schindler, Pamela S.; *Business Research Methods*; Tata McGraw-Hill

### Reference Books

1. Jenkins, G.M., and Watts, D.G; *Spectral Analysis and its Applications*; Holden Day.
2. Levin, Richard I and Rubin, David S.; *Statistics for Management*; Pearson Education.
3. Bendat and Piersol; *Random data: Analysis and Measurement Procedures*; Wiley.
4. Zikmund ; *Business Research Methods*; Cengage Learning
5. Saunders; *Research Methods for Business*; Pearson Education



## MAM 405 : Entrepreneurship Development and SME

**Objective:** To make the student aware about compliance procedures for setting up a new business and policies of government for promoting entrepreneurship.

**UNIT 1** The Entrepreneur: General concept and definition, Entrepreneur and Entrepreneurship, Entrepreneurial culture, Types of Entrepreneurship, Entrepreneurial traits and Motivation, Woman Entrepreneur.

**UNIT 2** Environment and Entrepreneurial Development: Entrepreneurial environment, Development Programmes (EDPs) Role, Relevance and Achievement of EDPs in India, Institutions for entrepreneurial development.

**UNIT 3** Project Appraisal and Management: Search for business ideas, Project identification and formulation, Project appraisal, Profitability and risk analysis, Sources of finance.

**UNIT 4** Legal and Statutory Environment for Small Industry: Legal formalities in setting up of SSIs Business Laws, Governmental Setup in promoting small industries, Financial institutions, Social responsibility of Business.

**UNIT 5** Small Scale Industrial Undertakings: Status of Small Scale Industrial Undertakings, Steps in starting a small industry, Incentives and subsidies, Problems in small enterprise management, sickness and prevention.

### Text Book

1. Khanka, S.S., Entrepreneurial Development, S.Chand Publishing.

### Reference Books

1. Mohanty, S.K., Fundamentals of Entrepreneurship, Prentice Hall of India, New Delhi.
2. Desai, Vasant; Dynamics of Entrepreneurial Development and Management, HPH.



## MAM 406 : Advanced Business Analysis Techniques

**Objective:** This course shall develop a deeper understanding about the various business analysis techniques used by Business Analysts in corporate environment. Students shall be given industry oriented simulation projects where analytical techniques such as process modelling, data modeling, requirement analysis, decision trees, market basket analysis, risk evaluation models, force field analysis, network model, game theory etc. shall be used to develop analytical reports. By undertaking this course, students shall become employment ready as junior Business Analysts.

**UNIT 1** Introduction to Requirements Analysis; Planning for requirement & review meeting, fixing agenda, steering the meeting to meet desired objectives, Data collection techniques, data structures, data models, survey parameters, data flow diagrams, data analysis.

**UNIT 2** Mapping as a Business Analyst toolkit; Activity diagrams, Swimlane workflow block diagrams, Business Process diagrams, business process modeling, Using TIBCO software for BPM, Communication diagrams, Class diagram, Decision tree, Entity relationship diagram, Sequence diagrams.

**UNIT 3** Using Market Basket analysis, Force field analysis, 6 sigma technique, Competency Mapping, Cost benefit analysis, economic value added technique; Understanding data requirement and analysis method and situations to apply each technique.

**UNIT 4** Developing templates for business requirement document, work plan, risk analysis, user acceptance; Working with dummy data on excel templates for various analysis techniques such as variance analysis, 80/20 Pareto analysis, PEST analysis, What if simulation.

**UNIT 5** Change Management, Risk Management, Risk Assessment Matrix, Risk Management Plan.

### Text Book

1. Podeswa, Howard; Business Analyst's Handbook; Cengage Learning.

### References

1. Basu, Ron; Implementing Six Sigma and Lean; ELSEVIER Publication.



## V Semester

### **MAM 501 : Strategic Management**

**Objective:** The course objective is to develop an understanding of the concept of strategic management process, strategic choice, levels of strategy, strategy formulation, implementation and its evaluation.

#### **UNIT 1 Strategic Management**

An introduction Strategic thinking Vs Strategic management Vs Strategic planning, Meaning of strategic management, concept of strategy, policy and strategy, strategy and tactic, Strategy and strategic plan, Nature of strategic plan, nature of strategic decisions, approaches to strategic decision making, levels f strategies, The strategic management process, strategic management: merits and demerits. Mission, Objectives, Goals and Ethics.

#### **UNIT 2 External Environment**

Analysis and appraisal concept of environment, environmental analysis and appraisal, why environmental scanning and analysis, component of environment, SWOT: A tool of environment analysis, techniques of environmental search and analysis, ETOP: A technique of diagnosis, decision making on environmental information.

#### **UNIT 2 Organizational Change and Innovation**

Planned and unplanned change, causes or forces of organizational change, managing planned change, choosing a change strategy, creativity and innovation in organizations, organizational creativity and innovation process, learning organization.

#### **UNIT 4 Major Strategic Options: Corporate Strategy, Business Strategy, Functional Strategy**

**Corporate Strategy:** Directional strategy (Growth, stability and retrenchment in detail), CorporateParenting, Portfolio Analysis (BCG Growth Share Matrix, Ge Business Screen).

**Business Strategies:** Competitive and Co-operative strategies in detail.

**Functional Strategies.**

#### **UNIT 5 Strategic Evaluation and Control**

Evaluation of strategy and strategic control, why strategy evaluating, criteria for evaluation and the evaluation process, strategic control process, types of External controls.

#### **Text Books**

1. Hitt, Michael A, R Duane Ireland, Robert E, Hoskisson; Management of Strategy – Concepts and Cases; Cengage Learning.
2. Thompson A Jr., AJ Strickland; Strategic Management, Tata McGraw.

#### **References:**

1. Haberberg Adrian, Alison Rieple, Strategic Management - Theory and Application; Oxford UniversityPress.
2. Kachru, Upendra; Strategic Management Concepts and Case; Excel Books.



## MAM 502 : Event Management

**Objective:** Understand how special events are defined and classified and to develop an enhanced understanding of professionalism in event management.

**UNIT 1** Designing corporate events that meet customer's needs, the fundamentals of corporate hospitality, Ensuring ROI (return on investment) exhibition, Managing customer expectations, Types of corporate events

**UNIT 2** In-house vs. event management companies, Corporate event packages, Staff events, Customer events, Team building, Menu and wine selection.

**UNIT 3** Charity Events and Award Ceremonies, Setting fund raising targets and objectives, Working with volunteers and committees, Generating goodwill and media exposure, Commissioning celebrities, MCs and entertainment.

**UNIT 4** Outdoor Events, Concerts, Logistics, Risk Management, Types of outdoor events, Health and safety, Planning and logistics, Marketing and sponsorship, HR management, Programming and entertainment.

**UNIT 5** Celebrity events, Concerts, Launches, Fashion shows, National festivals and high-profile charity events, Liaising with agents, Contract negotiations, Client briefings, Celebrity wish lists and expectations, Paparazzi and entourages

### Text Books

Singh, Sita Ram; Event Management; Aph Publishing Corporation.  
Wagen, Lynn Van Der; Event Management; Pearson.

### Reference Book

1. Gaur, Sanjay Singh and Sanjay Saggere; Event Marketing and Management; Vikas Publishing.
2. Jr, Leonard H. Hoyle; Event Marketing: How to successfully promote events, festivals, conventions and expositions; John Wiley and Sons.



## MAM 503 : Labour Legislation

**Objective :** To make the student aware about various labour laws.

**UNIT 1** Principles and development of Labour Legislations, Constitution and Labour Legislation in India, Impact of ILO on Labour Legislation in India, Social Justice, Natural Justice and Distributive Justice.

**UNIT 2** Protective and Regulative Labour Legislations, Factories Act, Contract Labour (Regulation and Abolition) Act 1970.

**UNIT 3** Legislation Concerning Wages & Bonus, Payment of wages Act, 1936, Minimum Wages Act, 1948, Equal Remuneration Act, 1976, Payment of Bonus Act, 1965.

**UNIT 4** Legislation Concerning Industrial Relations, Industrial Disputes Act, 1947 (with Orissa Rules), In-dian Trade Unions Act, 1926, Industrial Employment (Standing Orders) Act, 1946.

**UNIT 5** Legislations Concerning Social Security, Workmen's Compensation Act, 1923, Employees' state Insurance Act, 1948, Employees' Provident Fund Act, 1952, Maternity Benefit Act, 1961, Payment of Gratuity Act 1972.

### Text Book

1. Misra, S.N.; Labour and Industrial Law; Central Law Publication.

### Reference Books:

1. Bare Acts- Universal Publication.
2. Srivastava, S.C.; Industrial Relations and Labour Laws; Vikas Publishing House.





## MAM 504 : Corporate Governance

**Objective:** To familiarize the students regarding the relevance of corporate governance at corporate level.

**UNIT 1** Introduction to the topic, Concept of corporations, Concept of extended view of corporate citizenship Owners and stakeholders Types of owners Rights and privileges of shareholders (Fernando, 4) Ownership structures and corporate governance Pyramids and Tunneling: Issues of corporate control and cash flow rights Examples from restructure proposals of Vedanta group Need for investor protection.

**UNIT 2** Perspectives on Corporate Governance, Theoretical background, Market and control model of governance chain Global Corporate Governance Practices Anglo-American Model, German Model, Japanese Model, Landmarks in Emergence of Corporate Governance Board of Directors: Powerful Instrument of Governance Types of Directors Importance of Independent Directors.

**UNIT 3** Board Committees and Chairman, Separation OF CEO & Board Chairman post, Nomination Committee Board Selection Boards Performance Evaluation Executive Compensation Role of Remuneration Committee Human Side of Governance Financial Oversight and Audit Mechanisms Audit Committee Disclosure mechanisms Role of SEBI.

**UNIT 4** Corporate Misconduct & Misgovernance Reasons for Corporate Misconduct Whistle Blower's Protection Factors Responsible for Obstructing Effective Corporate Governance Practices Corporate Governance Rating Standard & Poor's Corporate Governance Scores Corporate Governance Rating Methodology (Crisil).

**UNIT 5** Governance of Financial Organizations & PSU's Organizational patterns of PSU's Powers of PSU Boards What can we learn from public governance Governance issues in Entrepreneurial Firms Unique issues among entrepreneurial forms Choosing Board of Directors and Venture capitalists Role of venture capitalists and buy-outs Corporate Governance in Practice Project presentations Infosys Corporate Governance Report Governance issues in MNC's & Joint Ventures.

### Text Book

1. Mathur, U.C.; Corporate Governance and Business Ethics, Macmillan.

### Reference Books:

1. Baxi, C.V.; Corporate Governance, Excel books.
2. Weston, J. Fred; Takeovers, Restructuring & Corporate Governance, Pearson Education.
3. Singh, S.; Corporate Governance, Excel books.



## MAM 505 : Marketing of Services

**Objective:** To familiarize the students of the relevance of service marketing in various sectors.

**UNIT 1** Marketing of Services - Concepts and Issues - Conceptual Framework – Services Marketing: Basic Issues - Designing Service Strategy - Morphine.

**UNIT 2** Marketing of Financial Services: The Indian Scene - Branding and Advertising of Financial Services - Consumer Banking. - Credit Card in India.

**UNIT 3** Marketing of Hospitality Services: Concepts & Issues: Marketing of Hospitality and Tourism Services- Management and Marketing of Tourism in India- Hospitality Marketing : A Special Case in Services Marketing.

**UNIT 4** Marketing of Health Services: Health Services: The Indian Scene - Marketing of Family Planning- Marketing of Cardiac Care - Marketing of Health Services.

**UNIT 5** Marketing of Education and Professional services: Marketing of Educational Services - Professional Education: Marketing of Services - Marketing of Professional support Services : Implications for Advertising Agencies - Indmark - The Trademark Research Group (A). Marketing of Logistics- Marketing approach in India - Is the Consumer Always Right?

### Text Book

1. Lock, Christopher Love; The Essence of Services Marketing; Pearson.

### Reference Books

1. Zeithaml Gremler, Bitner and Ajay Pandit; Services Marketing; Tata McGraw.
2. Nargundkar, Rajendra; Services Marketing; Text and Cases; Tata McGraw Hill.



## VI - Semester

### **MAM 601 : Business Process Management**

**Objective:** To introduce the basic techniques of Production and Operations Management.

**UNIT 1** Introduction to Production and Operation Management, Product & Services Transmission Process. Product & Process Design. Automation, Duties and Responsibilities of Production Manager.

**UNIT 2** Facility Location Planning, Factors Affecting Break Even Analysis for facility location planning, factors and location, Rect. Single Medial Model, Centre of Gravity model, Facility Capacity & Layout Planning – Decision Tree.

**UNIT 3** Project Management, Role, Technique (CPM & PERT), software used for project management and simple project mapping on the software, Innovation Management, its structure and process and its uses.

**UNIT 4** MRP, JIT, Supply Chain Management. Aggregate Product Planning, logistics planning and its application in e-commerce. Use of SCM and logistics optimisation techniques by e-commerce firms to compress order to delivery time.

**UNIT 5** Inventory Management, structure of a modern warehouse, mechanisation and automation by e-commerce companies.

#### **Text Book**

1. Bedi, Kanishka; Production and Operations Management; Oxford University Press.

#### **Reference Books**

1. Chary, S.N.; Production and Operations Management, Tata - McGraw – Hill.
2. Mayer, R.R.; Production and Operations Management, McGraw – Hill.



## **MAM 602 : International Business Management**

**Objective:** To make the student understand the various policies and various agreement at global level.

**UNIT 1** International Business: and overview; International Business Theories Liberalization: trade and tariff, regional blocks and world trade organization.

**UNIT 2** Foreign Exchange and National Economy; Registration on International Competitions The Competitive and Technological Environment.

**UNIT 3** Multinational Enterprises and National Institutions; The Foreign Sector of the Developing Economies; Multi-cultural Management, World Monetary and Financial system: foreign Investment Management.

**UNIT 4** Intergovernmental Agreements on Trade and Investment; Restraints on International Competitions; New Economic Policy and Foreign Investment in India.

**UNIT 5** Documentation Procedure.

### **Text Book**

1. Charles, W.L., Hill and Arun K. Jain; International Business, Tata McGraw Hill.

### **Reference:**

1. Paul, Justin and Raunack Kapoor; International Business, PHI.
2. Cherunilam, Francis; International Business: Text and Case; PHI.



## **MAM 603 : Investment Management**

**Objective :** To introduce the capital and bond markets, also the basic concepts relating to money market and financial institutions.

**UNIT 1** Financial System: Components of Indian Financial System, Institutions, Instruments, Market & Services, Nature and Role of Financial System, & Economic Development, Financial Sector Reforms.

**UNIT 2** Capital Market: Constituents, Functions, Capital Market instruments, New issue Market, Private Placement, Security Exchange Board of India, Regulation and Investor Protection.

**UNIT 3** Secondary Market: Stock Exchange; Rules & Regulation of Trading & Settlement, Stock Market Reforms, Listing of Shares, Depositories System.

**UNIT 4** Money Market: Constituents and functions, Types of Money Market, Government Security Market, Money Market Instruments, Regulations of the Money Market.

**UNIT 5** Financial Institutions: Reserve Bank of India, Commercial Banks, Developmental Financial Institutions, Investment institutions, Role & Functions.

### **Text Book**

1. Bernstein, Peter L and Aswath Damodaran; Investment Management, Wiley.

### **Reference Book**

1. Fabozzi, Frank J and Franco Modigliani; Capital Markets: Institutions and Instruments, Prentice Hall.



## MAM 605 : Startup Management, Funding, Launching and Valuation

**Objective:** This course aims to impart crucial knowledge about planning & funding parameters and valuation of startups at various stages of growth cycle. Startups being a vehicle of growth of national economy, their funding and valuation assumes importance for successful ventures. Financing & valuation of startups at different stages of execution and growth and the metrics deployed by venture capitalists shall be the main learning objective of this course. Students will develop excel based templates and business models of various stages of a startup.

**UNIT 1** Making a business plan for a startup; various components and their strategic impact on financial viability of a startup, conducting a consumer survey for product or service ideation, firming the idea of a startup. Various methods of proof of concept testing, product and service validation, assessing the market size, test market assessment and scaling up plans, competitor analysis, assessing the cost of innovation.

**UNIT 2** Making a team of founders, critical parameters of team building, team management, HR practices that spur innovation, concept of sweat equity and ESOP for the founding team, managing flexi time concept.

**UNIT 3** Stages of growth, funding assessment for various growth stages, VC's for each stage of growth, method of valuation, safeguards of equity dilution, financing products for various growth stages and seed funding.

**UNIT 4** Legal aspects of a startup, term sheet for takeover, equity dilution, strategic partnership, exit strategies for key personnel, cross border taxation and takeover rules.

**UNIT 5** Preparation of launch strategy, understanding market dynamics, controlling burn rate in marketing and advertising, innovative market promotion strategies, go to market strategies for different industry segments.

### Suggested Readings

1. Awakening the Entrepreneur within; Michael E Berger
2. Internal notes and templates from E-library



**List of Electives**

FINANCE					
Elective-1		L	T	P	C
1.	Security Analysis and Portfolio Management	4	0	0	4
2.	Financial Markets and Institutions	4	0	0	4
Elective-2					
1.	Corporate Tax Planning	4	0	0	4
2.	Working capital Management	4	0	0	4
Elective-3					
1.	Financial Services	4	0	0	4
2.	Mergers and Acquisitions	4	0	0	4
Elective-4					
1.	Financial Derivatives	4	0	0	4
2.	International Financial Management	4	0	0	4
MARKETING					
Elective-1		L			
			T	P	C
1.	Integrated Marketing Communication	4	0	0	4
2.	Consumer Behaviour	4	0	0	4
Elective-2					
1.	Digital Marketing	4	0	0	4
2.	Marketing Research	4	0	0	4
Elective-3					
1.	International Marketing	4	0	0	4
2.	Sales Management	4	0	0	4
Elective-4					
1.	Rural Marketing	4	0	0	4
2.	Retail Management	4	0	0	4



HUMANRESOURCEMANAGEMENT					
Elective-1		L			
			T	P	C
1.	Industrial Relations and Labour Laws	4	0	0	4
2.	Industrial Psychology	4	0	0	4
Elective-2					
1.	Performance Management	4	0	0	4
2.	Organizational Structure and Change	4	0	0	4
Elective-3					
1.	International Human Resource Management	4	0	0	4
2.	Corporate leadership	4	0	0	4
Elective-4					
1.	Compensation Management	4	0	0	4
2.	Human Resource Planning and Management	4	0	0	4
INTERNATIONALBUSINESS					
Elective-1		L	T	P	C
1.	International Logistics Management	4	0	0	4
2.	Cross-Cultural Business Management	4	0	0	4
Elective-2					
1.	International Business Laws and Treaties	4	0	0	4
2.	Management of Multinational Corporations	4	0	0	4
Elective-3					
1.	EXIM Financing and Documentation	4	0	0	4
2.	Global Financial Markets and Instruments	4	0	0	4
Elective-4					
1.	Foreign Exchange Management and Currency Derivatives	4	0	0	4
2.	International Advertising and Brand Management	4	0	0	4





LOGISTICS & SUPPLYCHAINMANAGEMENT					
Elective-1		L	T		
				P	C
1.	Fundamental of Logistics and Supply Chain	4	0	0	4
2.	Designing and Managing Supply Chain	4	0	0	4
Elective-2					
1.	Global Supply Chain &Out source Manufacturing	4	0	0	4
2.	International Logistics	4	0	0	4
Elective-3					
1.	Green Logistics	4	0	0	4
2.	Lean Six Sigma	4	0	0	4
Elective-4					
1.	Lean Supply Chain Management and Supplier Relationship Management	4	0	0	4
2.	Enterprise Resource Planning for Managers	4	0	0	4

## AGRIBUSINESS MANAGEMENT



<b>Elective-1</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1.	Agribusiness and Rural Environment	4	0		4
2.	Food and Agriculture Policy	4	0	0	4
<b>Elective-2</b>					
1.	Agribusiness Financial Management	4	0	0	4
2.	Farm Business Management	4	0	0	4
<b>Elective-3</b>					
1.	Agri-Supply Chain Management	4	0	0	4
2.	Food Technology and Processing Management	4	0	0	4
<b>Elective-4</b>					
1.	Agricultural Marketing Management	4	0	0	4
2.	International Agribusiness Trade	4	0	0	4
<b>BUSINESSANALYTICS</b>					
<b>Elective-1</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1.	Business Analytics	4	0	0	4
2.	Block Chain Technology	4	0	0	4
<b>Elective-2</b>					
1.	Econometrics	4	0	0	4
2.	Business Intelligence	4	0	0	4
<b>Elective-3</b>					
1.	Marketing Analytics	4	0	0	4
2.	Financial Analytics	4	0	0	4
<b>Elective-4</b>					
1.	Advanced Research Methods and Predictive Analysis	4	0	0	4
2.	Business Optimization and Big Data Analysis	4	0	0	4



## Elective 1

### 1. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

#### Unit1

##### Introduction of Investment

Meaning and Objective of Investment, Investment Decision Process, Categories of Investment, Steps of Security Analysis, Investment Avenues, Speculation and Gambling.

#### Unit2

##### Introduction of Capital Market

Meaning and Nature of Capital Market, Types, Functions and limitations of Capital Market, Trading of Securities, (Including BOLT), SEBI guidelines IPO, Book Building and Qualified Institutional Placement.

#### Unit3

##### Fundamental Analysis

Technical Analysis and Efficient Market Hypothesis, Economic, Industrial and Company Analysis.

#### Unit4

##### Portfolio Analysis

Portfolio Analysis and Selection, Risk and Return Analysis, Beta, Markowitz and Sharpe Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

#### Unit5

##### Portfolio Revision and Evaluations

Portfolio Revision and Portfolio Evaluation, Constant Rupee Value Plan, Constant Ratio Plan, Sharpe and Treynor Measures, Mutual Fund Industry.

#### Suggested Readings

1. Fischer, Donald, E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, Prentice Hall India, New Delhi, 6th ed.
2. Chandra, Prasanna, *Investment Management*, Tata McGraw Hill, New Delhi
3. Kevin, S. *Portfolio Management*, Prentice Hall India, New Delhi.
4. Avadhani, V. A., *Investment and Security Market in India*, Himalaya Publishing House,
5. Pandey, I. M. *Financial Management*, Vikas Publications, New Delhi ed., 2012.

S.no	Course Outcomes (CO's)
1	To develop the understanding of the concept of investment and security analysis.
2	To demonstrate various securities and the market they trade in and to observe the investment regulations and related ethics and professional conduct.
3	To apply fundamental, technical, economical, industrial and company analysis in the real world and the theories and evidence for and against the efficient market hypothesis



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4	To develop the ability to understand the concept of portfolio management, models and risk-return relationship for better investment and for interpreting various portfolio performance measures.
5	To analyze various models of portfolio evaluation.



## Elective 1

### 3. FINANCIAL MARKETS AND INSTITUTIONS

#### Unit 1 Financial System

Nature and Role of Financial System; Structure/ organization of financial system; Functions of financial sector; Indian Financial System-an overview; Globalisation of Financial Markets. Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets.

#### Unit 2

##### Management of Commercial Banks

An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Base III Framework and Basel-III; Risk-Rating Agencies; Regulatory framework for Banks.

#### Unit 3

##### Risk of Financial Inter-Mediation

Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk.

#### Unit 4

##### Risk Management in Financial Institutions

Managing Credit Risk; Liability and Liquidity Management ; Managing Interest Risk; Managing Operational Risk; Managing Risk through Sale of Assets and Securitisation, Derivatives.

#### Unit 5

##### Management of Non-Banking Financial Institutions and Depositories

Securitisation: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions-PCF, IDFC, REC, IFCL, IDBI, SIDBI, Functions and objectives of Depository.

### Suggested Readings

1. K. Sasidharan, *Financial Services and System* (2008), McGraw- Hill Publishing Company New Delhi.
2. Clifford Gomez, *Financial Markets Institutions and Financial Services*, Prentice-Hall of India, 2008.
3. Anthony Saunders, *Financial Markets and Institutions*, 4 ed., McGraw-Hill Publishing Company, New Delhi.
4. M. Y. Khan, *Financial Services*, 4th ed., McGraw-Hill Publishing Company, New Delhi 2008.
5. Anthony Saunders, *Financial Institutions Management-A Risk Management Approach*, 6 ed., McGraw-Hill Publishing Company, New Delhi.
6. M. Y. Khan, *Indian Financial System*, 6 ed., McGraw-Hill Publishing Company, New Delhi, 2008.
7. Sharma, *Management of Financial Institutions: With Emphasis on Bank and Risk*



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*Management, Prentice- Hall of India, New Delhi.*

8.L.M. Bhole, *Financial Institutions and Markets*, 4<sup>ed.</sup>, McGraw-Hill Co.,  
New Delhi, 2008.

9. Economic-Surveys, Govt. of India.

10. RBI Bulletins

<b>s.no</b>	<b>Learning outcome</b>
1.1	Defines the functions of financial markets and intermediary institutions.
1.2	Explains why interest rates changes.
1.3	Explains Efficient Market Hypothesis.
1.4	Explains effects of asymmetric information on financial markets
1.5	Explains the reasons of financial crisis.
1.6	Explains functions of Banks.
1.7	Distinguishes effects of money market tools on the financial system.
1.8	Explains the structure of banking industry.
1.9	Explains functions of investment banks.



## Elective 2

### 1. CORPORATE TAX PLANNING

#### Unit1

##### Basic Concepts

Tax

Planning; Tax Evasion; and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes; Customs Act; Central Excise Act; Service Tax; Sales Tax; VAT and Goods and Services Tax (GST); Income Tax; Wealth Tax; Gift Tax; and Central Gain Tax; GAAR.

#### Unit2

##### Corporate Tax in India

Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organisations; Tax on distributed profits.

#### Unit3

##### Tax Planning

Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, Form of organization; Tax Planning with Reference to Financial Management Decision-Capital Structure, Dividend Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Owner Lease, Repair or Replace; Tax Planning with Reference to Employees' Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation; Tax Planning with reference to Distribution of Assets at the time of Liquidation.

#### Unit4

##### Special Provisions Relating to Non-Residents

Double Taxation Relief; Provisions Regulating Transfer Pricing; Advance Ruling Direct Tax Code 2009 and Tax Planning.

#### Unit5

##### Tax Planning with Reference to Business Restructuring

Merger, Amalgamation, Acquisition, Demerger, Slumpsale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies.

### Suggested Readings

1. Ahuja, Grish, and Ravi Gupta, *Corporate Tax Planning and Management*, Bharat Law House, Delhi.
2. Singhanian, Vinod K., Kapil Singhanian, and Monica Singhanian, *Direct Taxes Planning and Management*, Taxmann Publications Pvt. Ltd., New Delhi.
3. Pagare, Dinkar, *Direct Tax Planning and Management*, Sultan Chand and Sons, New Delhi.
4. SP Goyal, *Direct Tax Planning*, Sahitya Bhawan, Agra



5. Bare Actsof relevant enactments

**Learning Outcomes**

1. Identify the relevant provisions of the Income Tax Act as it applies to the taxation of corporations
2. Prepare a reconciliation of accounting income and income for tax purposes
3. Apply the relevant sections of the Income Tax Act to compute taxable income and tax payable for a corporation
4. Prepare computerized Corporate income tax returns for a wide variety of situations
5. Describe the issues and apply the appropriate provisions related to the taxation of corporate investment income
6. Identify tax planning opportunities and challenges for corporations





## Elective 2

### 2. Working capital Management

#### Unit 1

Concept and meaning of working capital – Liquidity and profitability – identification of factors affecting working capital requirements – theories of working capital

#### Unit 2

Approaches to estimation of working capital – operating cycle approach.

Management of inventories – determination of optimum inventory – lead time – Safety stock – EOQ approach

#### Unit 3

Management of receivables – credit and Collection policy – Credit standards – Credit terms – Credit analysis – management of payables – Maturity matching.

#### Unit 4

Management of cash – Accelerating cash inflows – Managing collections – Concentration banking – lock box system – Control of disbursements – models for determining optimum level of cash – inventory model, stochastic – Cash budgeting – Investment of surplus cash.

#### Unit 5

Sources of working capital finance – Approaches to optimum mix of funds – trade credit, accrual accounts – money market instruments, commercial paper, Certificate of deposits – Bill discounting and factoring – Inter corporate loans – short term bank loans.

### SUGGESTED READING MATERIALS:

1. Working Capital Management by Hrishikes Bhattacharya, PHI publication.
2. Working Capital Management by R.P. Rustagi, Taxman Publication.
3. Financial Management by Prasanna Chandra, McGraw Publications.
4. Financial Management by I.M. Pandey, Vikas Publishing House.

### Course Outcomes

- Identify working capital management considerations for permanent components, the impact of sales/production schedules and liquidity versus risk.
- Solve financial ratios that measure profitability, asset utilization, liquidity, and debt utilization.
- Prepare a cash budget and explain its various uses by a firm.
- Identify the cash flow cycle of the firm.
- Differentiate the risks and profitability of financing assets in terms of hedging.
- Analyze the major elements of cash management.



## Elective 3

### 1. FINANCIAL SERVICES

#### Unit 1

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##### Financial Services

Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund based, Characteristics and Role of Financial Intermediaries.

#### Unit 2

##### Depositories and Financial Services

Commercial Banks and their Changing Role, Functioning of Banks, Financial Services and Banking System. Non Depository Institutions: Finance Companies and Mutual Funds and Pension Funds- Financial Services and Their Role.

#### Unit 3

##### Merchant Banking and Venture Capital

The Concept of Merchant banking Services of Merchant bankers, Merchant Banking in India- Rules Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.

#### Unit 4

**Leasing:** Concept, Types, Legal and Tax Aspects, Factoring in India, Hire- Purchase, Lease Structuring. **Factoring:** Concept and Characteristics, Types of Factoring in India, factoring and Bill Rediscounting. **Forfaiting:** Meaning and Mechanism of Forfaiting.

#### Unit 5

##### Credit Rating Services

Concept, Types and significance, Function of Credit Rating Agencies, Credit Rating Agencies in India, Process of Credit-Rating.

### Suggested Readings

1. Bhole L.M.: *Financial Institutions and Markets*, 4th ed., McGraw Hill Co. New Delhi, 2008.
2. Anthony Saunders, *Financial Markets and Institutions*, 4th ed., McGraw Hill Publishing Company, New Delhi.
3. Khan M.Y.: *Financial Services and System* (2008), McGraw Hill Publishing Company, New Delhi.
4. Clifford Gomez, *Financial Markets, Institutions management- A Risk management*



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*Approach*, 6 ed., Mc Graw Hill Publishing Company New Delhi.

5.M.Y.Khan *Indian Financial System*, 6 ed., McGraw Hill Publishing Company, New Delhi, 2008.

6.Sharma, *Management of Financial Institutions: With Emphasis on Bank and Risk management*, Prentice Hall of India, New Delhi.

S.no	Course Outcomes (CO's)
1	To develop the understanding of the concept of various types of financial services in India.
2	To demonstrate the role and functions of commercial banks in Indian Financial system and knowledge of depositories surrounding the financial services.
3	To analyze the role played by merchant bankers and how venture capital services grow in India.
4	To analyze the problems related to leasing, hire purchase, factoring, forfeiting and bill discounting.
5	To develop the understanding of credit rating and process adopted by various institutions.



### Elective 3

## 2. MERGERS AND ACQUISITIONS

### Unit1 Introduction

Overview of Mergers; Types And Characteristics; Motives Behind Mergers; Theories of Mergers-operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle-Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption Reconstruction and Take over.

### Unit2

#### Corporate Restructuring

Method of Restructuring- Joint Ventures ,Sell-Off And Spin Off-Equity Carve-Outs, Leveraged Buy Outs (LBO)- Management Buy Outs-Master Limited Partnerships- Employees Stock Option Plans (ESOP).

### Unit3

#### Mergers and Acquisition Process

Process of Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M&A decision.

### Unit4Valuation

Benchmarks of Value; Valuation approaches- Discounted Cash FlowValuation-Valuing relative Contribution–Valuing Comparable-Valuation of the Target’sEquity-Precedent Acquisition;Valuing Operating and Financial Synergy-Valuing Corporate Control-Valuing of Leveraged Buy Outs(LBO)- Methods of Financing Mergers-Cash Offer, Share Exchange Ratio-Merger as Capital Budgeting Decision.

### Unit5

#### Defensive Strategies in Restructuring

Accounting for Amalgamation- Polling Interest Method-Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines,Take overDefenses-Types and Techniques of Raid; Advance Preventive Measures; Strategies of Take overbid White Knights- White Square-Crown Jewel- Pacman’s Strategy- Golden Parachute- Poison Pills Strategy–Coercive Offers and Defense- Financial Defensive Measures-Antitrade overAmendments.

### SuggestedReadings

1. Weston.F,Chung.K,andHoag,S. (2008). *Mergers, Restructuring, and Corporate Control*, Prentice- Hall of Indian Pvt.Ltd.,New Delhi.
2. PatrickA.Gaughan (2007).*Mergers, Acquisitionsand Corporate Restructurings*, 4/eWiley India, NewDelhi.
3. Narayanan,P.andVikram, Nanda(2003), *Finance For Strategic Decision Making- What non-Financial managers Need to Know*, Jossey-Bass,Wiley India.
4. Reuvid Jonathan,(2005). *Mergers and Acquisitions*,Kogan Page.
5. Robert Brown (2007), *Applied Mergers and Acquisitions*, JohnWilley and Sons.



6. Kevin K. Bohland and Paul W. Beamish (2007). *Mergers and Acquisitions: Text and Cases*. Sage Publications, New Delhi.

#### Learning Outcomes

1. Explain the rationale behind the use of mergers and acquisitions by a firm's managers, the key pitfalls and recommendations for maximising the chances for long-term success.
2. Develop integrative, adaptive planning frameworks for use before, during and after a negotiation by applying a thorough understanding of negotiation concepts, theories and principles.
3. critically compare the concepts and principles of financial valuation and negotiation in relation to managerial decision-making.
4. Apply industry-accepted valuation methods (DCF, relative valuation, and precedent transactions) to analyse international merger, acquisition and related transactions, including those with a cross-border and international context.
5. Utilise appropriate negotiation and persuasion techniques for a given negotiation situation to achieve desired outcomes.
6. Work as part of an effective team to prepare a financial valuation and a negotiation plan.



## Elective 4

### 1. FINANCIAL DERIVATIVES

#### Unit1

#### Financial Derivatives

Concept, Features, Uses, Types, Critiques of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India, Derivative contracts and Market Liquidity.

#### Unit2

#### Future

Introduction, Financial Futures Contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Functions Market Growth in Future Market, Future Margin, Market to Market, Cleaning House, Theories of Future Prices. Hedging Concepts – Long, Short, Cross, Forward Contract, Feature of Forward Contract, Classification of Forward Contracts, Forward Prices vs Future Prices, Stochastic Index Futures.

#### Unit3

#### Financial SWS

Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps.

#### Unit4

#### Financial Opts

Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts.

#### Option Models

Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options.

#### Unit5

Carry Trades and speculative Derivatives- Economic Derivatives, Market Expectations, Carry trade as a speculative Investment Strategy; Uncovered Interest Parity, Measurement of Risk and Returns in carry Trades, Rupee Interest Derivatives, Convertible Securities and Warrants, Hedging- objectives and Process.

## Suggested Readings

1. David A. Duff and Thomas W. Miller, J.R. Derivatives: *Valuation and Risk Management*, Oxford.
2. Vohra, N.D. and Bagri, B.R., *Future and Options*, TMH



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3. Kumar, *Financial Derivatives*, PHI.
4. Marshall & Bansal: *Financial Engineering*, a complete guide to Financial Innovation, PHI.
5. Mishra, Bishnupriya, Debasis, S., *Derivatives and Risk Management*, Excel Books.
6. Bhalla V.K., *Investment Management Security Analysis and Portfolio Management*– S. Chand

S.no	Course Outcomes (CO's)	BL	M
1	To evaluate financial environment concept and its evolution	5	1
2	Compare and contrast among finance segmentation and consumer behaviour concepts	5	2
3	To Critically Analyze the role and concept of financial derivatives.	4	3
4	To develop the ability of stock pricing decisions, channel of distribution and physical distribution.	6	4



## Elective 4

### 2. INTERNATIONAL FINANCIAL MANAGEMENT

#### Unit 1

**Financial Management in Global Perspective:** Development in the International Monetary System, Gold

Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies.

**Exchange Rate Determination:** Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.

#### Unit 2

##### Foreign Exchange Market

Structure, Spot and Forward, Participants in Foreign Exchange Market - Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets. **Fisher's Effect.**

#### Unit 3

##### Risk Exposures and Their Management

Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk.

#### Unit 4

##### Financial Foreign Operations

Internationalisation of Financial Markets, Euromarkets, Special Financing Vehicles, Designing a Global Financial Strategy.

**Unit 5 International Financial Markets:** International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions.

**Multinational Working Capital Management:** Management of Cash, Inventory and Accounts Receivable in Global Context, Inter Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade.

## Suggested Readings

1. Shapiro AC: *Multinational Financial Management*: PHI
2. Levi, Maurice: *International Finance*, Routledge, 2009
3. Eiteman, David K.; Arthur Stonehill and Michael H. Moffett, *Multinational Business Finance*, Pearson, 2008





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4. Vij, Madhu: *International Financial Management*, Excel Publications, 2006  
5. Apte: *International Financial Management*: PHI  
6. Seth, A.K.: *International Financial Management*

S.no	Course Outcomes (CO's)
1	to analyse the understanding of developments in international financial market.
2	to demonstrate nature and functioning of foreign exchange market
3	to illustrate the foreign exchange risks and to identify risk management strategies
4	To analyse, apply and evaluate information within the global financial environment of international financial market.
5	to explore the international sources of long term finance and management of multinational working capital.



## INTEGRATED MARKETING COMMUNICATION

### Unit 1

#### **Analyzing the Communication Process**

Nature of Communication Process and Its Components, Applications of Communication Process in Marketing, Obstacles in Communication Process, Role of Communication Process in Perception, Learning and Attitude Change. Different elements of Promotional Mix and Communication Process relevant to them.

#### **Integrated Communication Fundamentals**

Strategic Analysis for Marketing Communication, Communication Objective, Market Segmentation, Target Group, Market Positioning.

### Unit 2

#### **Advertising and the Marketing Function**

Objective, Functions, Advertising as a tool for Communication, Social and Economic Aspects of Advertising, Importance of Advertising in Modern Marketing, Communication Process in Corporate Image Building, Advertising and Consumer Psychology.

### Unit 3

#### **Different Types of Advertising**

Consumer Advertising, Business to Business Advertising, Trade Advertising, Retail Advertising, Financial Advertising, Recruitment Advertising, Setting Advertising Objectives, DAGMAR Approach, Continuous Advertising Planning Process.

### Unit 4

#### **Message and Copy**

Message Strategy and Design, Elements of Advertisements, Copy, Developing Effective Advertising Copy, Creativity and Visualization in Advertising, Method of Creative Development. **Media Planning**

Comparative Study of Different Advertising Media, media Choice, Media Scheduling, Budgeting for Advertising, Evaluation of Advertising Effectiveness, pre testing and Post testing Techniques.



## Unit 5

**Regulation of Advertising** – Advertising Department and Its organization, Advertising Agencies and their Functions, Contribution of Advertising to Economic Development and Standard of Living, Ethics and Advertising, Problems and Prospects of Advertising in India.

## Suggested Readings

1. O'Guinn, Alenn, Semenik, *Advertising and Integrated Brand Promotion*, Thomson, Fourth Edition, 2007.
2. Belch, MA & Belch GE – *Advertising and Promotion, An Integrated Marketing Communications Perspective*, Sixth Edition, Tata McGrawHill
3. Jefking & Yadin, *Advertising, Fourth Edition*, Pearson Edition.

## Course Outcome

CO 1	Explain IMC, its components, integrated tools of communication and the role of IMC.
CO 2	Elaborate Overview of advertising management, IMC process, advertising agency, Advertising goals, Advertising budget and Media Selection.
CO 3	Explain the scope and role of sales promotion and Personal selling in IMC.
CO 4	Elaborate Public Relations, Publicity and Corporate Advertising in IMC.
CO 5	Explain Evaluation, Monitoring and Control of IMC programmes.



## **CONSUMER BEHAVIOUR**

### **Unit 1**

#### **Introduction**

Defining Consumer Behaviour; Reasons for Studying Behaviour, Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation; Bases of Segmentation, Criteria for Effective Targeting of Market Segments.

### **Unit 2**

#### **Consumer as an Individual**

Consumer Motivation; Consumer Involvement, Personality and Self- Concept; Perception, Consumer Learning and Memory, Attitudes and Changing Attitudes, information Porcessing.

### **Unit 3**

#### **Consumer in Social and Cultural Settings**

Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovation; Impact of Media and Globalisation.

### **Unit 4**

#### **Consumer Decision Process**

Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour.

### **Unit 5**

#### **Consumer Satisfaction**

Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour.



### Suggested Readings

1. Schiffman and Kanuk: *Consumer Behaviour*, PHI Learning
2. Engle, Blackwell and Miniard: *Consumer Behaviour*
3. Zaltman and Wallendorf: *Consumer Behaviour*
4. Mellot, Douglas W. Tr. : *Consumer Behaviour*
5. Loudon and Della Bitta: *Consumer Behaviour*
6. Benetton: *Consumer Behaviour*

### Course Outcome

CO 1	Explain Environmental Influences on Consumer Behavior
CO 2	Illustrate Influence of marketing mix variables
CO 3	Explain Individual Determinants of Consumer Behavior
CO 4	Illustrate the Consumer Decision Making Process
CO 5	Explain Consumer Behavior Models
CO 6	Explain Demographic & Socio-economic Profile
CO 7	Measurement of social classes in India using Socio-Economic Classes (SEC) in Urban & Rural Markets



## DIGITAL MARKETING

### Outcomes:

- (c) Distinguish between different forms of digital and social media marketing activity.
- (d) Assess the value of social media to your business.
- (e) Review where your brand and products are being discussed.
- (f) Measure the effectiveness of social media.
- (g) Monitor and influence social networks.
- (h) Build social media into a campaign.
- (i) Understand the foundational vocabulary and terminology of social media marketing and social media analytics as well as the technologies involved in order to effectively communicate tactics, strategies and decisions related to social media marketing.

### Session Plan

1. Introduction to Digital and Social Marketing
2. Display Advertising
3. Search Engine Advertising
4. Social Media Strategy
5. Facebook Marketing
6. LinkedIn Marketing
7. Twitter Marketing
8. Mobile Marketing
9. Email Marketing
10. Web Analytics

### Text Book :

1. Dave Evans, Social Media Marketing- An hour a Day, Times Group Books.
2. Dan Zarrella, The Social Media Marketing Book (ebook), O'Reilly, 2009

### Suggested Readings:

1. Liana "Li" Evans, Social Media Marketing- Strategies for Engaging in Facebook, Twitter & other Social Media, Pearson.



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2. Taprial and Kanwar, Understanding Social Media, bookboon.com (ebook),2012
3. Blanchard, Olivier. Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization. Que Publishing. ISBN:978-0789747419.
4. Handley, Ann and C.C. Chapman. Content Rules: How to Create Killer Blogs, Podcasts, Videos, Ebooks, Webinars (and More) That Engage Customers and Ignite Your Business. John Wiley & Sons, Inc. ISBN: 978-1118232606.

### **Course Outcome**

- CO1. Evaluate and apply key concepts related to digital marketing including consumer behaviour, online marketing communications, and social media marketing.
- CO 2. Critically assess role that digital marketing can play in business strategy.
- CO 3. Plan and compose tactical marketing decisions as a group considering effective product, pricing, distribution and promotion decisions as necessary to meet the needs of a client brief.
- CO 4. Reflect on the practical implementation of a digital marketing strategy and role within the group work from a critical and evaluative individual perspective.



## **MARKETING RESEARCH**

### **Unit 1**

#### **Introduction**

Importance and Role of research in Marketing; the marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India.

### **Unit 2**

#### **Marketing Research Design**

Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets.

### **Unit 3**

#### **Data Collection**

Primary and secondary data; Questionnaire Design and issues; Interviews; Comparative and non-comparative attitude measurement scaling techniques, sampling design: Sampling procedure, types of sampling, sample size determination.

### **Unit 4**

#### **Data Analysis and Interpretation**

Analyzing qualitative data collected through interviews and open ended questions – salient features of different methods. Non-parametric tests: One Sample tests ( Kolmogorov-Smirnov One Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminant analysis.

### **Unit 5**

#### **Reporting the Results and Ethical Issues in Marketing Research**

Preparing Marketing research report and presentation: written report, format of report, common problems in preparing report, the critical nature of report, Graphical presentation of reports. Ethical





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Issues: Ethical issues related clients, respondents, sampling, questionnaire design, reporting.

### Suggested Readings

2. Naresh K Malhotra, Satyabhushan Dash, (2009). *Marketing Research- An Applied Orientation*, 5/e, Pearson Education, New Delhi.
3. Donald S. Tull, Del I. Hawkins, (2009). *Marketing research –Measurement & Method*, PHI Private Limited, New Delhi.
4. Donald R. Cooper, Pamela S Schindler, (2007). *Marketing Research-Concepts and Cases*. Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Hair, Bush, Ortinau, (2006). *Marketing Research*, 3/e, Tata McGraw-Hill Publishing Company
6. Nigel Bradley, (2007). *Marketing research –Tools and Techniques*. Oxford University Press, New Delhi.

### Course Outcome

CO 1	Explain the Meaning & role of Marketing Research
CO 2	Formulate the hypotheses using exploratory research techniques like literature survey, experience survey & analysis of cases.
CO 3	Design questionnaires & observation forms for different marketing research situations
CO 4	Explain the Scaling techniques.
CO 5	Solve the Case studies on sampling decisions like defining universe, sampling unit, sampling element, choice of sampling frame, determining sample size for probability & non-probability sampling methods
CO 6	Explain the experimentation in Marketing Research and interpretation of data.
CO 7	Test and interpretation of the hypothesis with the techniques like Chi Square Test, Conjoint Analysis.
CO 8	Explain Cluster Analysis, Multi-dimensional Scaling, Discriminant Analysis



## **INTERNATIONAL MARKETING**

### **Unit 1**

#### **Introduction to International Marketing**

Nature Scope and Significance of International Marketing; International Marketing Distinguished from Domestic Marketing. Exporting, International Trade and International Business, International Business, International Marketing Management Process an Overview.

### **Unit 2**

#### **International Marketing Environment**

Geographic, demographic, economic, politic, legal, Socio-cultural environments; their nature and effect on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), regional economic groupings European Union(EU), NAFTA, ASEAN, facilities and incentives for exporters.

### **Unit 3**

#### **International Product/ Market Selection and Entry Modes**

Selection of Products, Selection of Market, various modes of entry into international markets and their evaluation, export licensing franchising, Contracting, Joint venture, setting up wholly owned subsidiary.

### **Unit 4**

#### **International Product Planning and Pricing**



Product in international context, Standardisation vs. adoption decision, other considerations; Packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods and process, price quotations and related considerations.

## Unit 5

### International Distribution and Promotion

Types and functions of foreign distribution channels, selection of middlemen, distribution logistics- transportation and warehousing decisions, International advertising- standardization vs. adaptation, Selection of media, Selection of agency, Measuring advertising effectiveness.

### Suggested Reading

1. Cateroa, R, Phillip, *International Marketing*, Tata McGraw Hill, 2006
2. Vern Terpestra, *International Marketing*, Cengage Learning, 2010
3. RC Varshney and B. Bhattacharya, *International Marketing- Indian Perspective*, Sultan chand & Sons New Delhi, 2006
4. Fayerweather, J, *International Marketing Management*, Sage Publication, 2006
5. Jain Subhash, *International Marketing Management*, Cengage Learning, 2005

### Course Outcome

CO 1	Explain Nature, importance and scope of international marketing
CO 2	Define International marketing management process Scanning and monitoring global marketing environment
CO 3	Analyzes International Market Segmentation and Positioning



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CO 4	Elaborate Screening and selection of markets, International market entry strategies
CO 5	Explain Major Product decisions-Product features and quality, Product design, labeling, packaging
CO 6	Explain Pricing for International Markets
CO 7	Formulate Factors affecting international price determination; environment factors affecting international prices, International pricing process and policies
CO 8	Define structure of international distribution systems; Distribution channel strategy- International distribution
CO 9	Explain International Promotion Strategies



## Sales Management

### Unit 1

#### Introduction

The Nature and Importance of Personal Selling, Nature of Sales Management Situation where Personal Selling is more effective than Advertising, Types of Selling situations, Types of Sales Persons, Application of AIDA Model in Personal Selling.

### Unit 2

#### Process of Personal Selling

Process of Effective Selling; Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post-Sale Activities, Qualities of a Successful Sales person with reference to B-2-C, B-2-B Marketing.

### Unit 3

#### Controlling the Sales Effort

Sales Forecasting; Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales Cost Analysis.

### Unit 4

#### Managing the Sales Force

Recruitment and Selection, Training and Development, Compensation and Innovation, Direction and Suspension, Performance Appraisal of Sales Personnel.

### Unit 5

#### Emerging Issues in Selling Aspects

Ethical and Legal aspects of Selling, Measures for Making Selling as attractive Career, Recent Trends in Selling.

### Suggested Readings

1. Richard R. Still, Edward W. Cundiff, Norman A. PGovani<sup>5</sup> ed., *Sales Management: Decision, Strategies and Cases*, Pearson Education, New Delhi, 2009.
2. Rosann L. Spiro, William J. Stanton, Gregory A. Rich<sup>11</sup> ed., *Management of a Sales Force*, Tata McGraw Hill, New Delhi 2008
3. Mark W. Johnston, Greg W. Marshall, *Sales Force Management*, 8
4. Charles Futrell, *Sales Management*. TMH



**Course Outcome**

**CO 1**

Explain Objectives, Nature & Scope, Sales Environment, Sales Planning,  
Strategic role of sales management

**CO 2**

Define Marketing Channels and Functions and Significance,  
Structure -  
Vertical and Horizontal, Symbiotic, Role of marketing channels in the  
dynamic market place

**CO 3**

Analyzes the Sales Force, Recruitment, selection and training of the sales  
force

**CO 4**

Explain Sales Planning and Sales Forecasting & Budgeting, Sales  
Quotas  
and Targets

**CO 5**

Explain Reporting Formats for Primary and Secondary Sales,  
Monthly  
Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call  
Report



## **RURAL MARKETING**

### **Unit 1**

#### **Introduction to Rural Markets**

Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure : Demographic, Physical, Economic Environment.

### **Unit 2**

#### **Understanding the Rural Consumer**

Rural Community in India, Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior – Cultural, Social, Technological, Economic and Political.

### **Unit 3**

#### **Marketing Mix in Rural Markets**

Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.

### **Unit 4**

#### **Innovation in Rural Markets**

Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, Emergence of Organised retailing in Rural India, Key Drivers of Organised Retail, Cases in organised retail: Operative Models adopted by Indian Companies.

### **Unit 5**

#### **Future of Rural Marketing**

Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipment's – Tractors, Engines, Pump Sets, Marketing of Agricultural products, improvement Measures taken by the Government – Initiatives by Co-operative and Private Sector, Present Scenario- Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism.



### Suggested Readings

1. Rama Bijapurkar (2007), *We are like That Only, the logic of Consumer India*, PenguinBooks
2. Prahalad C.K (2008), *Fortune at the Bottom of the Pyramid*, PearsonPublication
3. R V Badi, N V Badi, *Rural Marketing, 2008*, Himalaya PublishingHouse.
4. U C Mathur, *Rural marketing, Text and Cases*, 2008, excelbooks
5. CSG Krishnamacharyulu, LalithaRamakrishnan, *Cases in Rural marketing, An Integrated Approach*, 2006, PearsonPublication

### Course Outcome

CO1: Gain Conceptual knowledge about rural marketing with special reference to Indian context

CO2: Understand the Rural market distribution

CO3: Know about the consumer behaviour and trends in Rural marketing





## RETAIL MANAGEMENT

### Unit 1

#### Retailing Environment

An Overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers and Ethical Security Issues in Retail, The Global Retail Market, Opportunity in Retailing, Multi Channel Retailing.

### Unit 2

#### Strategic Retail Planning

Strategic Retail Planning Process, Understanding the Retail Customer, Delivery Value through Retail Formats, Role of Customer Services and Relationship Marketing in Retail, Retail Location and Site Decision, Retail Buying, Retail Market Segmentation, Evaluation Areas for Retail Locations, Concept of Product Life Cycle.

### Unit 3

#### Retail In India

Evolution of Retail in India, Drivers of Retail Change in India, The Size of Retail in India, Retail Formats in India, FDI in Retail, Challenges to Retail Development in India.

### Unit 4 Retail Mix

Product Merchandizing, Pricing Decisions in retail, Promotion and Communication Mix in Retail, Managing Retail Services, Category Management, Merchandise management Process Overview, Considerations in setting up a Retail Prices, Store Design Objectives and Visual Merchandizing.

### Unit 5

#### Retail Operations

Supply Chain Management and Vendor Relation role in Retail, Management of Human Resources, Financial Management issues in retail, The strategic Profit Model, The Profit path, Store Operations  
– size and place allocation, Store Maintenance, Inventory Management, retail Management Information Systems.

#### Suggested Readings

1. Swapna Pradhan, *Retailing Management*, text and Cases, Second Edition, Tata McGrawHill Publications.
2. Barry Berman, Joel R. Evans, *Retail Management*, A Strategic Approach, Tenth Edition, Pearson Edition.
3. C Bajaj, *Retail Management*, Oxford Publication, Second Edition
4. Dairs & Ward: *Managing Retail Consumption*, John Wiley & Sons



5. Levy & Wertz: *Retailing Management*, Irwin

Course Outcome

- CO 1 Explain Retailing Environment
- CO 2 Do the Classification of Retailers
- CO 3 Illustrate Retail Location & Site Selection
- CO 4 Set Merchandise Pricing
- CO 5 Explain Planning Merchandise Assortments
- CO 6 Explain Retail Communication Mix
- CO 7 Illustrate Mall Management:
- CO 8 Explain Challenges to Indian Retail Sector



**Human Resource Management Elective**

**INDUSTRIALRELATIONSANDLABOURLAWS**

**UNIT I**

**Introduction**

Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Unions; Employers' Organization; ILO in IR; ILO its Role, Functioning and Contributions, Industrial Relations machinery in India

**UNIT II**

**Trade Unionism:** Trade Union: origin and growth, unions after independence, unions in the era of Liberalization ; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions

**UNIT III**

**Labour problems:** Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial Unrest, Strikes and Lock-Out, Settlement of Industrial Dispute, Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM), Conciliation, Arbitration , Adjudication , Collective Bargaining.



#### UNIT IV

**Labour legislations:** Historical perspective; Impact of ILO; Indian constitution Abolition of Bonded and Child Labor, Important provisions of: Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act, Important Provisions of Industrial Dispute Act and Factories Act.

#### Text Books:

- 1) Monappa A- Industrial Relations (Tata McGraw-Hill, 2002)
- 2) C.S.VenkataRatnam- Industrial Relations (Oxford Pub.,2008)
- 3) Srivastava S C- Industrial Relations and Labour Laws (Vikas, 4th edition) 2000.
- 4) Mamoria CB, Mamoria, Gankar- Dynamics of Industrial Relations (Himalayan Publication, 2003)
- 5) Bare Acts

S.no	Course Outcomes(CO's)
1	Apply industrial relations machinery in organization and identify the role of ILO and government for improving industrial relations.
2	Analyse the role of trade union in an organization.
3	Analyse and evaluate labour related problems and various measures to solve those problems
4	Examine various labour legislation for the protection of labour rights and maintaining harmony in the organization



## **INDUSTRIAL PSYCHOLOGY**

### **Unit I**

#### **Industrial Psychology**

Introduction, Nature, Scope and Problems of Industrial Psychology, Development and Importance of Industrial and Organisational Psychology, Industrialisation in India. Individual Difference and their Evaluation. Role of Heredity and Environment. Psychological Testing: Utility, Reliability and Validity.

### **Unit II**

#### **Individual at Workplace**

The role of the Psychologist in Industry, Occupational Psychology: Study of Behaviour in work situation and application of Psychological principles to problems of selection, Placement, Counselling and Training. Design of work environments: Human engineering and physical environment techniques of job analysis, Social Environment-Group Dynamic in Industry. Personal Psychology: selection, Training, Placement, Promotion, Counselling, Job Motivations, Job Satisfaction.

### **Unit III**

#### **Industrial Behaviour**

Introduction and Implications of Motivation, Perception, Learning, Leadership, Personality and Attitude in Organisations. Consumer Behaviour; Study of Consumer Preference, Effect of Advertising. Leadership, Industrial Morale. The Nature and Scope of Engineering Psychology, its Application to Industry.

### **Unit IV**

#### **Industrial Efficiency**

Efficiency at Work: the concept of efficiency, The Work Curve, its Characteristics. Work Methods; Hours of Work, Nature of Work, Fatigue and Boredom, Rest Pauses, Stress Management and Well-Being at Work,. Personal Factors; Age Abilities, Interest, job Satisfaction. Working Environment:



Noise, Illumination, Atmospheric Conditions. Job Analysis, Performance Management, Training and Development. Accident and Safety: The Human and Economic Costs of Accidents, Accident

Record and Statistics, The Causes of Accidents Situational and Individual Factors related to Accident Reduction.

## Unit V

### Contemporary Issues

Grievances and Grievance handling Procedure. Industrial Disputes: Courses, Strikes and Lockouts, Industrial Relations Machinery Bi-Partite and Tri-Partite Agreement, Labour Courts and Industrial Tribunals, Code of Discipline, Standing Order. Union/Management Relations.

#### Text Books:

1. Tiffin, J and McCormic E.J.: *Industrial Psychology*, (Prentice Hall), 6 Edn., 1975
2. McCormic E.J.: *Human Factors Engineering and Design* (McGraw Hill), 4 Edn., 1976
3. Mair, N.R.F.: *Principles of Human Relations*
4. Gilmer: *Industrial Psychology*
5. Ghiselli and Brown: *Personnel and Industrial Psychology*
6. Myer: *Industrial Psychology*
7. Dunnette, M.D.: *Handbook of Industrial and Organisational Psychology*
8. Blum and Taylor: *Industrial Psychology*
9. Sinha G.P. and P.R.N. Sinha, *Industrial Relations and Labour Legislations*, New Delhi, Oxford and IBH Publishing Co., 1977



<b>S.no</b>	<b>CourseOutcomes(CO's)</b>
1	Analyse the problems related to industrial psychology and its evaluation.
2	Analyse individual psychology at workplace & assess the effective training and counselling methods.
3	Examine the industrial and consumer behaviour & apply them in industrial development.
4	Analyse the factor affecting industrial efficiency and apply effective measure for the improvement of industrial efficiency.
5	Examine the contemporary issues & methods for resolving those issues.



## PERFORMANCE MANAGEMENT

### Unit-I

#### Introduction

Meaning, Objectives and scope of PM systems; Role of PM Systems, Characteristics of an ideal PM system., Performance Management in different types of organizations (manufacturing, sales and service), Issues and Problems in Performance Management, Performance Management and its Organisational implications Legal and Ethical Perspectives in Performance Management.

### UnitII

#### MeasuringPerformance

Determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, differentiating task from contextual performance, Performance Measurement Approaches. Process of Performance Management.

### UnitIII

#### BehaviouralIssuesandEmployeeDevelopment

Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Assessment of potential beneficial and adverse consequences of linking reward schemes to performance measurement. Performance management and employee development: Personal Development plans, 360 degree feed back as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy.

### UnitIV

**PerformanceConsulting** Performance Consulting: Concept, the need for performance consulting, Role of performance consulting, designing and using performance relationship maps, contracting for performance consulting services, implementing organization-wide performance improvement. Performance evaluation and corporate failure: Alternative views of performance measurement; Non-financial performance indicators and predicting and preventing corporate failure.





## UnitV

**Current Developments and Emerging Issues in Performance Management** Computation and evaluation of performance measures relevant in a divisionalised organization structure including ROI, RI and Economic value added (EVA). Devising separate measures in respect of managerial and divisional performance. Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS- Appraisal, Communication and Interview, Performance feedback and counselling. Talent Management

### Text Books:

1. Herman Aguinis (2007). *Performance Management*. Pearson Education.
2. Lance A. Berger and Dorothy (2007). *The Talent Management Handbook*. Tata Mc-Graw Hill
3. Rao T.V. (2007). *Appraising and Developing Managerial Performance*. Excel Books.
4. Dixit Varsha (2008). *Performance Management*. Vrinda Publications Ltd.

S.no	Course Outcomes(CO's)
1	Analyse the issues, problems related to the performance management system & role of performance management system.
2	Determine the performance dimensions, approaches and analyse the factor causing poor performance
3	Examine the behavioural issues related to the performance measurement system & assess the potential beneficial reward schemes.
4	Design and implement performance consulting.
5	Analyse the emerging issues in performance management & apply value based management approaches to performance management.



## **ORGANISATIONAL STRUCTURE AND CHANGE**

### **Unit-I**

#### **Introduction**

Concept of Organisational Structure, Organisational Culture, Concept and Importance of Organisational Change; Organisational Environment Specific and General.

#### **Organisational Efficiency and Effectiveness**

Concept of Efficiencies, Measurement of Efficiency and Effectiveness and effectiveness Internal Systems Approach, External Resources Approach and Technical Approach of Organisational Effectiveness, Organisational Effectiveness and Technology.

### **Unit-II**

#### **Structure**

Meaning, Types and Designing, Kinds of Organizational Structure, Functional, Divisional (Geographic and Market), Line and Staff Committee Organization, Matrix Structure; Network Structure and Boundary-Less Organizations, Organizational Design and Strategy in Changing Global Framework.

### **Unit-III**

#### **Organisational Change**

Concepts and Targets of Change, Planned and Unplanned Change, Stimulating Factors for Organisational Change, Resistance to Organizational Change- Organisational and Individual, Lewin's Force Field Theory of Change, Evolutionary and Revolutionary Change in Organisation, Concept of Total Quality Management, Developments in Revolutionary Change Re-Engineering, Restructuring.



#### Unit-IV

Concept of Organisational Development, History of Organisation Development, Phases and Foundations of Organisational Development, Values, Assumptions and Beliefs in O.D

**Managing Changes:** Action Research-Diagnosing The Organization, Determination of Desired Future State, Implementing Action, Evaluating Action, Institutionalizing Action Research, Systematic Innovations.

#### Unit-V

##### Organisational Transformation

Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model of Organizational Growth.

O.D Techniques to deal with Resistance To Change, O.D Techniques to promote Change;

**O.D.intervention:** Human Process Interventions, Structure and Technological Interventions and Strategy Interventions – Sensitivity Training – Survey Feedback, Process Consultation – Team Building – Inter-Group Development – Innovations – Learning Organisations.

#### Text Books:

1. Wendell L. French Cecil H. Bell, Jr.: *Organisational Development*, McGraw-Hill. 6/e, 2005.
2. Ian Palmer, Richard Dundford, Gib Akin, *Managing Organisational Change: A Multiple Perspectives Approach*, McGraw-Hill, 2/e, 2009.
3. Barbara Senior, Jocelyne Fleming - *Organisational Change*, Pearson Education, New Delhi 3/e, 2009.
4. Gareth R., Mary Mathew – *Organisational Theory, Design and Change*, Pearson Education, New Delhi 5/e, 2008.



**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

S.no	Course Outcomes(CO's)
1	Demonstrate an ability of the concept of organizational Structure to understand the structure of the organization. <b>Global Business Environment and Human Component</b>
2	Analyse the complexities associated with management of organization structure in the Global context.
3	Develop the change & apply theories of change. <b>Global Business Environment, Introduction, Human and Cultural variables, Cross cultural differences and Managerial Implication. Cross</b>
4	Apply diagnostic models with concepts of organization and group study. <b>Model Research types of organization and group study</b>
5	Develop the structure with the help of various organizational intervention techniques.
	<b>Unit-II</b>

**Cross Cultur**

**al Managem**

**ent**

Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation. Developing International Staff and Multinational Terms.

**Unit-III**

**International Human Res**

**ource Management**

Approaches; International Recruitment and Selection, Performance Management, Training and Development and Strategic HRM. Managing global, Diverse Workforce. Human Resources in a Comparative Perspective

**Unit- IV**

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ational organizations, Expatriate problem, International Compensation, Repatriation.

#### Unit-V

#### Key issues in International

#### Labour Relations

Approaches to International Compensation, International Labour Standards, Labour Unions and International Labour Relations, HRM practices in other countries. International Labour Standards, HR/IR issues in MNCs Corporate Social Responsibility.

#### Text Books:

1. Doweing , P.J. –  
*International Dimension of Human Resource Management* End Edition Words Worth.
2. G. Hofstede –  
*Cultures Consequence; International Differences in Work related Values* –Sage.
3. Deresky- *International Management*, PHI/Addision Wesley.
4. Aswathappa, *Human Resource and Personnel Management*, TMH.
5. Meraic, D and Puffer, S.  
*Management International cross Exercises and Reading St .Paul .* West Publish.
6. Mangaraj, S., *Globalization and Human Resource Management*, Excel Books.
7. S. C. Gupta- *Textbook of International HRM*-Macmillan.
8. Tayeb- *International HRM*- Oxford.



International HRM, Excel Books

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S.no	Course Outcomes (CO's)
1	Identify and create different strategies for managing the cultural differences
2	To analyse and manage people of different cultures.
3	Create the strategies to execute the functions of hr in accordance with the goals and link it to workplace diversity
4	Apply the knowledge and playing a significant role in MNC's.
5	To analyse and address the major employee issues and grievances and solving to the standard procedures

## CORPORATE LEADERSHIP

### Organisational Leadership

Introduction, importance and scope of corporate leadership. Leadership traits, Functions and Theories, Leadership Styles in Indian Organisations, Leadership Effectiveness.

## Unit- II Communication

Business communication-Types, Medias, Objectives, Models, Process, Importance Understanding Barriers to communication and ways to handle and improve barriers. Presentation skills-Its Purpose in business world. Reading and writing Skills- Importance of Reading And Writing, Improving Writing Skills through Understanding and Practicing Notice, E-mail, Tenders, Advertisement, Formal Letter. Listening skills-its importance as individual and as a leader or as a worker, its types, Barriers to Listening & Remedies to improve Listening Barriers. Non Verbal Communication.

## Unit- III

### Power and Politics

Meaning of Power and Politics, Distinction between Power and Authority, Bases or Sources of Power, Acquisition and Symbols of Organisational Politics. Reasons of Organisational Politics, Managing Organisational Politics. Influencing: Power, Politics, Networking and Negotiation



## Unit- IV

### Team Leadership

Leader / Follower Relations, Team Leadership and Self-Managed Teams, Leadership of Culture and Diversity and Learning Organisation. Enhancing Morale and Motivation. Time Management, Job Frustration, Stress Management,

## Unit-V

Ethics in Leadership, Strategic Leadership and Managing Crises and Change, Emerging Trends in Corporate Leadership.

### Text Books:

1. (5th edition) (2010). Author: Peter Northouse. Sage press. *Leadership in Organisations*. (7th edition). (2009). Author: Gary Yukl. Prentice-Hall.
2. *Leadership: Enhancing the Lessons of Experience*. (7th edition). (2010). Richard L. Hughes, Ginnett, & Curphy. McGraw-Hill/Irwin.
3. *Effective Leadership*. (3rd Edition). (2007). Author Lussier/Achua. Thomson.

S.no	Course Outcomes (CO's)
1	Analyze the effectiveness of corporate leadership & corporate leadership style in Indian organizations.
2	Explain various methods of business communication & importance of listening skills.
3	Examine the role and effects of power and politics
4	Analyze the importance of team leadership and time management
5	Apply ethics in corporate leadership and articulate the emerging trends in corporate leadership.



## COMPENSATION MANAGEMENT

### Unit-I

#### Introduction

Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Economic and behavioural theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee's acceptance of wage level; wage and motivators; tournament theory. Concept of total rewards.

### Unit -II

#### Job Evaluation: Processes and Schemes

Salient features of Job Evaluation – Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking ;Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.

### Unit-III

#### Wages and Salary Administration

Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Collective bargaining. Pay surveys; Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes. Spot awards. Team incentives; *Design of a pay roll system (using Accounting software)*. Legal Constraints on Pay System.

### Unit-IV

#### Compensation Strategies

Job based pay, Skill based pay, competency based pay, market based pay, Pay for position; Pay for person; Pay for performance: variable pay; Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance'. Compensation as a retention strategy.

### Unit-V

#### Rewarding Performance and Executive Compensation

Individual-based compensation; team-based compensation; Incentives: types of incentive plans: Taylor's differential piece rate system, Halsey Premium Plan, Rowan Premium Plan, Emerson Efficiency Premium Plan, Gantt Bonus Plan, Bedaux Premium Plan, Merrick Piece Rate System, Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. Policies and practice of benefits; Strategic Perspectives on Benefits, goals for Benefits, Benefits Need Analysis, principal types of benefits; Stock option and purchase plans using ESOP compensation. Pension- understanding kinds of pension. Agency Theory and Executive Compensation; Principles of





Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad.

**International Compensation.** *Practical Orientation (Lab. Sessions)*

**Text Books:**

1. Richard.I. Henderson (2005). *Compensation Management in Knowledge- based World*. Prentice-Hall.
2. Thomas.P.Plannery, David.A.Hofrichter&Paul.E.Platten (2002). *People, Performance &Pay:Dynamic Compensation for Changing Organizations*. Free Press.
3. Michael Armstrong & Helen Murlis (2005). *Reward Management: A Handbook of RemunerationStrategy and Practice*. 5/e, Kogan Page, London.
4. Edward.E. Lawler III (2000). *Rewarding Excellence: Pay Strategies for the New Economy*. Jossey –Bass, California.
5. Singh B.D. (2007). *Compensation and Reward Management*, Excel Books, New Delhi.
6. Tapomoy Deb (2009). *Compensation Management: Text and Cases*, Excel Books, New Delhi.



## HUMAN RESOURCE PLANNING AND DEVELOPMENT

### Unit- I

#### Human Resource Planning

*Approaches to Human Resource Planning*, Concept, importance, **Need for Human Resource Planning**, objectives Types of HR plan, Dimensions of Human Resource Planning, Approaches-Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach. Human Resource Information System, Human Resource Planning Process, **Approaches to Human Resource Planning, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning.**

### Unit-II

#### Career planning

Concept, objective, **Career Stages, Significance of Career Planning, Need and Components of Career Planning**, Career planning vs. human resource planning, career planning vs. succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.

### Unit-III

#### Evolution and Concept of HRD

System concept, Role of HRD, Professionals, HRD climate and its element, HRD Matrix, HRD Function, HRD Process, Role of line Managers and supervisors in HRD.

### Unit-IV

#### Assessing and Implementing HRD Programmes

Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, HRD process models Training Vs HRD, HRD intervention, Quality of Worklife. Empowerment, Creating HRD environment, Evaluation frame work; collecting, data for evaluation, research design, issues concerning evaluation, assessing impact of HRD.



## Unit-V

### Organizational Culture and HRD

Work force diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues, HRD practices in manufacturing and services sector

#### Text Books:

1. Bhattacharya, Dipak Kumar – *Human Resource Planning*, Excel Books.
2. T.V. Rao *Human Resource Development* Oxford IBH Publication
3. Aswathapa, *Human Resource and Personnel Management Text & Cases*, TMH.
4. Desimone & Harries – *Human Resource Development* – Thomson Learning

S.no	Course Outcomes (CO's)
1	Examine and apply human resource planning in an organization.
2	Understand and develop career planning & development related activities in the organization
3	Apply the basic concepts of HRD, different approaches to HRD, HRD styles, Structure and competencies for the growth of an organization.
4	Examine the impact of HRD in an organization with the help of various data collecting techniques.
5	Develop organization culture by implementing HRD techniques in Organizations



## **International Business (Elective 1)**

### **1 INTERNATIONAL LOGISTICS MANAGEMENT**

#### **UNIT I Global Logistics**

Concept, Objectives, Functions and Scope; Relevance of Logistics in International Marketing; Evolution of Logistics; Integrated Logistics.

#### **Unit 2**

#### **Components of Logistics**

Customer Service; Warehousing: Types, Importance, Factors affecting choice of a warehouse facility; Inventory: Types, Functions, Control; Transportation: Modes, Routing and Scheduling, Multi-Modal Transportation; Packaging and Material Handling

#### **Unit 3**

#### **General Structure of Shipping and Developments in Ocean Transportation**

Characteristics; Liner and Tramp operations; Code of conduct for Liner Conferences; Freight structure and practices; UN convention on shipping; Maritime Frauds; Containerization; CFS and Inland Container Depots; Port Trusts; Role of Intermediaries; CONCOR; Indian Shipping Industry: Problems and Prospects.

#### **Unit 4**

#### **Air Transportation**

Characteristics; Advantages; Total cost concept; Freight Structure and Operations; Carrier Consignee Liabilities; Indian Air Industry: Problems and Prospects.

#### **Unit 5**

#### **Supply Chain Management**



Meaning, Objectives, Importance; Value Chain Analysis; 3PL and 4PL; Push and Pull Strategies, Bullwhip Effect; Supplier Selection and Evaluation; Global Procurement: Demand Forecasting; Use of IT: Logistics Information System, MRP, DRP, ERP, PDM, and CPFR

### **Suggested Readings**

1. Asopa, V.N.: Shipping Management: Cases and Concepts, Macmillan, New Delhi.
2. Desai, H.P.: Indian Shipping Perspectives, Anupam Publications, Delhi.
3. Khanna, K.K.: Physical Distribution, Himalaya Publishing, Delhi.
4. Bowersox, Donal J and Closs, David J: Logistical Management, Tata McGraw Hill, New Delhi.
5. Shipping Documents and Reports, UNCTAD
6. Sople, V.V.: Logistics Management, Pearson, New Delhi
7. Agarwal, DK: Text Book of Logistics and Supply Chain Management, Macmillan, New Delhi
8. Muthiah, Krishnaveni: Logistics and World Sea Borne Trade, Himalaya Publishing House, Mumbai
9. Chopra, Sunil. Meindl, Peter and Kalra, DV: Supply Chain Management, Pearson, New Delhi

### **Course Outcomes**

1. List the issues in international supply chain management.
2. Clarify the regional and cultural differences in logistics
3. Demonstrate an understanding of logistical operations. Identify the business implications of global logistics management. Incorporate sources of suppliers into a supplier network.
4. Demonstrate the multiple aspects transportation and its role in the global supply chain.



**International Business (Elective 1)**  
**2 CROSS CULTURAL BUSINESS MANAGEMENT**

**UNIT I GLOBALIZATION AND CULTURE**

Globalization in Cross Cultural Context, Factors that promoted Globalization.

**UNIT II INTRODUCTION TO CULTURE**

Meaning; Levels of culture; Variable Of Cultures; Culture and Behavior; Dimensions Of Culture: Hofstede's, Attitudinal, Trompenaar's, GLOBE Project; Managing Multiculturalism: Problems and its Management.

**UNIT III CROSS CULTURE COMMUNICATION**

Cross Cultural Communication; Dimension of Cross Cultural Communication ; Cross Cultural Negotiation Process and Style; Variables of Cross Cultural Negotiations.

**UNIT IV INTERNATIONAL HRM AND CROSS CULTURAL ISSUES**

International HRM: Selection, Training and Development for Global Assignments, Compensation, Reward Practices; Motivation and Leadership; Managing Multi-cultural Teams.

**UNIT V COMPARATIVE MANAGEMENT**

Methods of Comparative Management; Management Styles and Practices in US, Japan, China, Korea, India, Saudi Arabia. Other contexts like Work Timings, Style of Dressing, National Festivals and Food Habits.

**Suggested Readings**

1. Deresky Helen, International Management: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India
2. Esenn Drlarry, Rchildress John: The Secret of a Winning Culture-Building High-Performance Teams, Prentice Hall India, New Delhi
3. Cash by Franklin, Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company Into A High-Performance Organization, Cash by Franklin, Prentice Hall India, New Delhi
4. Journals-International Journal of Cross Cultural Management
5. Hodgetts, Richard M. and Luthans, Fred: International Management. Tata McGraw Hill, New Delhi.
6. Cullen, John B: International Management a Strategic Perspective, Cengage Learning, Delhi

**Course Outcomes**

- 1 To analyze factors enhancing globalization
- 2 To develop the understanding of cultural and institutional differences to evaluate the challenges and opportunities of doing business in different countries
- 3 To modify the variables and dimensions of cross cultural communication.
- 4 To develop a range of international management practices, the impact of organizational and national culture on work, motivation, leadership, cross-cultural communication and decision-making and negotiation.
- 5 To gain the knowledge of comparative management and develop the understanding of cultural difference in interactions with different nationalities.



## **International Business (Elective 2)**

### **1 INTERNATIONAL BUSINESS LAWS AND TREATIES**

#### **Unit1**

##### **Legal Framework of International Business**

Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract—Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors.

#### **Unit2**

##### **Regulatory Framework of WTO**

Basic Principles and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement.

#### **Unit3**

##### **Implications of WTO to Important Sectors**

GATS, TRIPS and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Patents and Trade Marks; Technology Transfer, Telecommunications. Framework relating to Electronic Commerce.

#### **Unit4**

##### **Regulatory Framework and Taxation**

Electronic Commerce—Cross Border Transactions—On-Line Financial Transfers—Legal Safeguards—International Business Taxation—Tax Laws—Multilateral and Bi-lateral treaties—Sharing of Tax Revenues.

#### **Unit5**

##### **Indian Laws and Regulations Governing International Transactions**

FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities.

#### **Suggested Readings**

1. Lew, J. and Clive Standbrook (ed.), International Trade Law and Practice, Euromoney Publications, London.
2. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business, Environments and operations.
- 3.
4. Schmothoff C.R: Export Trade—The Law and Practice of International Trade.
5. Motiwal OP, Awasthi HIC: International Trade—The Law and Practice: Bhowmik and company, New Delhi.
6. Kapoor ND: Commercial Law; Sultan Chand & Co. New Delhi.
7. Subarao: "International Business" Himalaya Publishing House, New Delhi.

#### **Course Outcomes (CO's)**

- 1 To Assess and apply the fundamental legal rules regarding contractual agreements pertaining



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to the business world to manage businesses effectively.

- 2 To interpret and apply the law relating to the sale of goods as a legal advisor in as organisation.
- 3 To analyse and apply the fundamental legal principles behind negotiable Instruments.
- 4 To interpret and apply the law relating to consumer protection, and market competition Act.
- 5 To demonstrate and apply the various legal matters related to the establishment, running and winding up of a company as legal advisor in an organisation.





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**International Management**

Internationalization; Trends, Challenges and Opportunities; Different Schools of Thought of International Management; Regional Trade Blocs.

**Unit 2**

**Growth and Development of MNCs**

Role and Significance of MNCs; Pattern of Growth; Concept of Country of Origin; Different Management Styles.

**Unit 3**

**Organizational Design and Structure of International Corporations**

Global Organization Structure; Locus of Decision Making and Control; Headquarter and Subsidiary Relations in International Firms; Managing the Portfolio Composition.

**Unit 4**

**International Business Strategy**

Strategic Alliances: Acquisitions and mergers, Management of Joint-Ventures and other International Strategic Alliances; Assessing the Global Environment: Economical, Political, Legal and Technological Environment; Strategy Formulation and Implementation International Business; Political Risk Assessment and Management.

**Unit 5**

**Indian Perspectives and Policy**

Case Studies for Internationalization of Indian Business Firms and their operations abroad; changing government policy on entry of FIs and FIIs.

**Suggested Readings**

1. Hodgetts, Richard M. and Luthans, Fred: International Management. Tata McGraw Hill, New Delhi.
2. Koonts and Wheelrich: Management: The Global Perspective, Tata McGraw Hill, New Delhi.
3. Nagandhi, Anant. R.: International Management, Prentice Hall of India Ltd., New Delhi. Thakur, Manab, Gene E. Burton, and B. N. Srivastava: International Management: Concepts and Cases, Tata McGraw Hill, New Delhi.
4. Christopher Bartlett and Sumantra Ghoshal, Transnational Management: Text and Cases, Tata McGraw Hill, New Delhi
5. Deresky, Helen: International Management: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India, New Delhi

**Course Outcomes**

- 1 To understand the implications of operating across national borders
- 2 To analyse different combinations of international strategies and organisational structures
- 3 To analyse how different aspects of the organisational environment affects knowledge development and transfer
- 4 To tackle problems related to controlling and managing foreign operations
- 5 To understand the roles of, and challenges facing, MNC subsidiaries and headquarters



## **International Business (Elective 3)**

### **EXIM FINANCING AND DOCUMENTATION**

#### **Unit1 Introduction**

Export and Import documentation; Foreign exchange regulations; including FEMA, IS/ISO 9000 and new ISO 14000 accepted quality certificates; Quality Control and pre-shipment inspection; Export trade control; Marine insurance; Commercial Inspection And Practices.

#### **Unit2**

##### **Export Procedures**

General export clearances; Role of Clearing and forwarding agents; shipment of export cargo. Export credit, Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

#### **Unit3**

##### **Import Procedures**

Import Licensing policy; Actual user Licensing; Replenishment Licensing; Import-export passbook; Capital goods Licensing; Export houses and trading houses, Import of unrestricted and restricted items, Customer guarantee, Green channel for import cargo clearance.

#### **Unit4**

##### **Export Incentives**

Overview of export Incentives-ECGC, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation for export incentives. Trading Houses, Export and trading house schemes: Criteria, Procedures and Documentation; Policy and Procedures for EOU/FTZ/EPZ/SEZ units, Exim Bank.

#### **Unit5**

##### **Export and Import Financing**

Nature, General Guidelines, Classification Pre-shipment Finance with classification, Packing credit limits with documents ECGC Formalities, Scrutiny of Packing credit application amount and disbursement. Repayments and sharing of Packing credits, Substitution of export contracts, Pre-shipment in Foreign currency, Factoring Services, Postshipment Finance.

#### **Suggested Readings**

1. Cherian and Parab: Export Marketing, Himalaya Publishing House, New Delhi.
2. Government of India: Handbook of Procedures, Import and Export Promotion, New Delhi.
3. Rathod, Rathor and Jani: International Marketing, Himalaya Publishing House, New Delhi.
4. Export-Import Manual, Nabhi Publication, New Delhi.
5. Government of India: Export Policy, Procedures, etc (Volumes I, II and III) New Delhi.
6. Khurana P.K-Export Management, Galgotia Publication.

### **Course Outcomes**

- 1 Develop various documents for import and export and apply various regulations and standards for smooth functioning of trade.
- 2 Develop & apply clearances process by using various policies and methods that are used for export from various countries



- 3 Develop the import licensing policy and evaluate various steps like export houses and trading houses, import of restricted and unrestricted items.
- 4 Analyse various export incentives, policy procedures for smooth functioning of various units like EOU/FTZ/SEZ
- 5 apply&evaluatevariousguidelinesandformalitiesrequiredforexportandimport financingandhowtofulfillvariousformalitieslikefactoringscienceand substitution of like export set by government



## **International Business (Elective 3)**

### **2 GLOBAL FINANCIAL MARKETS AND INSTRUMENTS**

#### **Unit 1**

##### **Global Financial Markets**

International Financial Market, European Financial Market Functions, Structure, Participants, Depository Receipts Market, Commercial papers-Market.

#### **Unit 2**

##### **Euro Currency Market**

Creation of Euro Dollar, Global Currency Markets (with Size and Structure); Asian Markets- Transactions, Regulatory Systems and Measure Instruments.

#### **Unit 3**

##### **International Money Markets**

GDR's, ADR's, IDR's, Euro Bonds, Euro Loans, Euro Issues, Commercial papers, Repos, Derivatives, Floating rate instruments, Euro deposits, Loan Syndication, Money Market Institution(IMF, IBRB, Development Banks).

#### **Unit 4**

##### **Global Capital markets**

Equity, Euro Equity Markets, debt Market, Emerging Market Assets, world capital market and Financial Sector Reforms in India.

#### **Unit 5**

##### **Foreign Portfolio Investment**

As an alternative Sures, Foreign currency Flows and Asset prices; Techniques of Portfolio Investment, Landing Capital Flows Recipients, and Portfolio of capital Flows Financial Innovations Stock market Bubbles, Financial Crashes and Scams in international capital Markets.

#### **Suggested Readings**

1. Shapiro, A.C: Multinational Financial Management, Prentice Hall of India, New Delhi
2. Buckley, Adrian: Multinational Finance, Prentice Hall of India, New Delhi.
3. Maurice, Levi: International Finance, McGraw Hill, Int., Ed., New York.
4. Bhalla V.K: Investment- Security Analysis- S.Chand (New Delhi) Management and PortfolioManagement.
5. Henning C.N., Piggot, W. and Scott, W.H: International Financial Management, McGraw Hill, Int. Ed., New York.
6. P.G: Global Financial System, TMH, Delhi.
7. Apte P.G: Global Financial System; TMH, Delhi

### **Course Outcomes**

1. To list and distinguish the different financial instruments available to an investor
2. To compare global financial markets
3. To explain the features of equity, debt, and derivative instruments • Define traditional and alternative asset classes
4. To discuss different trading venues and mechanics of securities trading
5. To discuss the current trends affecting today's financial markets



## **International Business (Elective 4)**

### **1 FOREIGN EXCHANGE MANAGEMENT AND CURRENCY DERIVATIVES**

#### **Unit 1**

##### **The Foreign Exchange Market**

**Organisation-** Spot Vs Forward Markets- Bid and Ask Rates- Interbank Quotations- International Market Quotations- Cross Rates- Merchant Rates- FEDAI Regulations – Roles of RBI.

#### **Unit 2**

##### **Exchange Rates**

Exchange Rate System- Gold Standard- Bretton Woods- Fixed Vs Floating Exchange Rate systems- Determinants of Exchange Rates- Exchange Controls.

#### **Unit 3**

##### **Foreign Exchange Transactions**

Purchase and sales transactions – Spot vs Forward transactions- Forward Margines- Interbank Deals – Cover deals – trading- swap deals- Arbitrage operations – Factors Determining Forward margins.

#### **Unit 4**

##### **Exchange Rates**

Principal types of Ready Merchant Rates- ready rates based on cross rates, Forward exchange contracts – Execution of Forward contracts – Cancellation and Extensions – Dealing position- Exchange Positon – Cash position.

#### **Unit 5**

##### **Currency Derivatives as Hedging Mechanism**

Currency Forwards- Currency Futures – Currency Option – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

#### **Suggested Readings**

1. Alan C Shapiro: Multinational Financial Management, Prentice Hall, New Delhi.
2. Francis Cherunilam: International Economics, Tata McGraw Hill Pub Ltd, New Delhi.
3. Ian H Giddy: Global Financial Markets, AITBS Publishers and Distributers, New Delhi.
4. C Jeevanandam, Foreign Exchange: Practice, Concepts, Sultan Chand & Sons, New Delhi.
5. Vijayabhaskar P and Mahapatra B., Derivatives Simplified, Sage Publications, New Delhi
6. Apte P.G – Global Financial System, TMH.

#### **Course Outcomes**

1. To understand how the foreign Exchange Market operates
2. To understand the principles of Currency valuation
3. To explain techniques that can be used to hedge foreign exchange risk
4. To understand the role of conventions in exchange rates quotation and trading in foreign exchange markets
5. To understand the principles and procedures relating to Forex markets and different types of currency derivatives and its operations.



## International Advertising & Brand Management

### Unit 1

Advertising: importance and nature, Adaptive advertising, communication model, Persuasion Process- Perception, learning and attitude change. Major advertising decision and influencing factors, determining advertising objectives and budget.

### Unit 2

Developing Advertising Campaign :Determining advertising message and copy headline, Body, copy, logo, illustration and layout, creative styles and advertising appeals, Media planning- Media selection and scheduling ,Advertising through internet. Organization and Evaluation of Advertising Efforts: In-house arrangements, using advertising agencies-selection, compensation and appraisal of advertising agency, evaluating advertising effectiveness.International Advertising: Complexities and issues: Developing International advertising campaign: Advertising of Indian products abroad and advertising ethics.

### Unit 3

Branding: Importance of branding, Basic branding concepts– brand personality, brand image, brand identity, brand equity and brand loyalty, product vs. corporate branding: major branding decisions.

### Unit 4

Brand Creation and development: Identifying and selecting brand name, building brand personality, image and identity, brand positions and relaunch, brand extensions, brand portfolio, communication for branding, enhancing brand image through sponsorship and event management.(Case Studies)

### Unit 5

Managing Brand equity and Loyalty: Brand building in different sectors- Customers, industrial, retail and service brands. Building brands through internet.Developing International brands: Pre-requisites and Process- Country of origin effects and global branding, Building Indian Brands for global markets.(Case Studies)

### Suggested Readings:

1. Akaker. David and et.al Advertising Management
2. Donald Advertising Campaign Strategy
3. Aaker. David A. Managing brand Equity
4. Arnod David The Handbook of Brand Management
5. Pandey,Akhilesh Chandra Management–Case Studies (I.K.International)
6. Sengupta,Subroto Brand positioning: Strategies for Competitive Advantage

### Course Outcome

CO 1. examine advertising and its functions in relation to brand success;



CO 2. critically evaluate how creative concepts and executions will contribute to brandsuccess;

CO 3. analyse advertising and branding techniques and apply them to a variety ofdifferent issues;

CO 4. work effectively in teams to analyse and prepare presentations on advertisingand brand management issues.





**Logistics and Supply Chain Management (Elective 1)**  
**1 Fundamentals of Logistics and Supply Chain**

**Unit 1 Information-** Introduction, Positioning of Information in Logistics and Supply Chain Management, Logistical Information System (LIS), Operational Logistical Information System, Integrated Information Technology (IT) Solution for Logistics and Supply Chain Management, Emerging Technologies in Logistics and Supply Chain Management

**Demand Forecasting-** Introduction, Nature and Components, Impact of Forecasts on Logistics and Supply Chain Management, Effective Forecasting Process, Forecasting Techniques, Selecting the Appropriate Forecasting Technique, Operating Principles of Demand Forecasting

**Unit 2 Inventory**

Introduction, Concepts, Types, Functions of Inventory in Logistics and Supply Chain Management, Elements of Inventory Costs, Inventory Management, EOQ, ABC Analysis, ABC-VED Matrix, Material Requirement Planning (MRP) Equation, Distribution Requirement Planning (DRP), Just-in-Time System

**Warehousing and Distribution Centres-** Introduction, Concepts of Warehousing, Types of Warehouse, Functions of Warehousing, Warehousing Strategy, Warehouse Design, Operational Mechanism of Warehouse

**Unit 3 Transportation**

Introduction, Position of Transportation in Logistics and Supply Chain Management, Elements of Transportation Cost, Modes, Multi-modal Transport, Containerization, Selection of Transportation Mode, Indian Transport Infrastructure Bottleneck, Transportation Decision {Pricing and Rate}, Transportation Network (Routing and Scheduling)

**Unit 4 Protective Packaging-** Introduction, Concept, Logistical Functions, Forms of Protective Packaging, Protective Packaging Problems Packaging Policy

**Order Processing-** Introduction, Concept, Functions, Elements of Order Processing Cost

**Materials Handling-** Introduction, Concept and Objective, Principles, Equipment, Basic Materials Handling Considerations

**Unit 5 Purchasing and Sourcing Management-** Introduction, Nature and Scope, Importance of Purchasing, Purchasing Process Trends for Improved Productivity, Contemporary Sourcing and Supplier Management

**Logistics Administration,** Introduction, Evolutionary Trends of Logistics and Supply Chain Organization, Basic Organization Principles, Factors Influencing Organizational Structure.

**Recommended Books:**

**1 Book of Logistics and Supply Chain Management- D K Agrawal, Macmillan**

**2 Integrated materials management-A. K. Datta-PHI**

**3 Purchasing and Supply Management-Dobbler, Burt D.N- TMI,7/e, 2004**

**4 Materials Management -P Gopalakrishnan - PHI, 2002**

**5 Purchasing and Materials Management - LeendersFearon - Universal Book Stall**

**6 Purchasing And Inventory Control -K S Menon - Wheeler Publishers**

**7 Materials Management - Varma MM - Sultan Chand And Sons**

**Course Outcomes**

1. Identify about demand forecasting and learn about the various forecasting techniques.
2. Analyze supply chain dynamics and various issues of supply chain performance.
3. Explain the inventory management models that help plan the inventory orders
4. Analyze the creation of new value in the supply chain for customers, society and the environment.
5. Demonstrate operational purchasing methods and techniques on supplier management and supply in specific business contexts.



**Logistics and Supply Chain Management (Elective 1)**



## 2 Designing and Managing Supply Chains

### Unit 1 STRATEGIC FRAMEWORK TO ANALYZE SUPPLY CHAINS

Understanding the Supply Chain, Supply Chain Performance: Achieving Strategic Fit and Scope, Supply Chain Drivers and Obstacles

### Unit 2 SUPPLY CHAIN NETWORK

Designing the Distribution Network in Supply Chain, Network Design in the Supply Chain, Network Design in an Uncertain Environment

### Unit 3 PLANNING DEMAND AND SUPPLY IN A SUPPLY CHAIN

Demand Forecasting in a Supply Chain, Aggregate Planning in the Supply Chain, Planning Supply and Demand in the Supply Chain

### Unit 4 PLANNING AND MANAGING INVENTORIES IN A SUPPLY CHAIN

Managing Economies of Scale in the Supply Chain: Cycle Inventory, Managing Uncertainty in the Supply Chain: Safety Inventory, Determining Optimal Level of Product Availability

### Unit 5 SOURCING, TRANSPORTING, AND PRICING PRODUCTS

Sourcing Decisions in a Supply Chain, Transportation in the Supply Chain, Pricing and Revenue Management in the Supply Chain

#### TEXT BOOKS:

1. Pierre David, International Logistics: The Management of International Trade Operations Paperback – Import, 1 Dec 2013.
2. John Mangan, Chandra Lalwani, “Global Logistics and Supply Chain Management”, Tim Butcher John Wiley & Sons, 2nd Edition, 2011.

#### REFERENCE BOOKS:

1. David Simchi, Levi, Philip Kaminsky, Ravi Shankar, “Designing & Managing the Supply Chain”, Tata McGraw Hill, 14th Edition, 2010.
2. Ross.D.F, “Competing through Supply Chain Management”, Chapman & Hall, 6th Edition, 2009.
3. Woods.D,A. Barone,P.Murphy, D.Wardlow, “International logistics”, Chapman & Hall, 1998

#### Course Outcomes

1. Design about sales and operations planning process
2. Learn how to use physical inventories and cycle counting
3. Plan about supply chain sourcing.
4. Gain knowledge about the distribution requirements planning.
5. Illustrate on the various modes of transportation and the selection decisions



## **Logistics and Supply Chain Management (Elective 2)**

### **1 GLOBAL SUPPLY CHAIN AND OUTSOURCE MANUFACTURING**

#### **UNIT1. INTRODUCTION**

International Logistics and Supply chain management: meaning and objectives, importance in global economy, Characteristics of global supply chains,: Supply chain relationship to business performance, Key tasks of logistics and supply chain managers, Role of Government in controlling international trade and its impact on Logistics and supply chain

**SUPPLY CHAIN STRATEGY:** Supply chain as a competitive advantage, Global Supply chain strategy, Structuring supply chain capabilities, Business matching supply chain design with business strategy

#### **UNIT 2. TRANSPORTATION:**

Strategic importance of transport in global logistics, Logistical objectives of transport, International Ocean, Air Transportation, and Land Transportation: types, characteristics and salient features, Intermodal transportation in international operations, Factors influencing mode and carrier selection decision.

**INVENTORY FLOW AND MODELING:** Approaches to Inventory Management in Global Supply Chain Management; Distribution Resource Planning; Symptoms Of poor inventory management, Modeling in Supply chain: inventory models, safety stock determination for service level, and lead time; forecasting models, routing problem

#### **UNIT 3 OUTSOURCING AND LOGISTICS SERVICE PROVIDERS**

Intermediaries and Alliances in Global Logistics, Meaning of 3 PL and 4 PL service providers, Role in Global logistics, types of services, Considerations for hiring 3PL and 4 PL service providers Concept and need of outsourcing, Determinants for outsourcing decisions, Role of outsourcing in global supply chain management

**CUSTOMER SERVICE:** The marketing and logistics interface, Customer service and customer retention, Service driven logistics systems, customer service priorities and standards, Customer service strategy

#### **Unit 4 PLANNING GLOBAL SUPPLY CHAIN**

Planning the global supply chain, Network design for global supply chain management, Risk management in the global context, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains

**GLOBAL TRADE ENVIRONMENT:** Global trade environment: various trade blocks/FTZ and their impact on supply chain management, Customs and Regulations, Trade Documentation, International Contracts, Terms of Trade and Term of Payment, International Currency, INCO terms, Logistical packaging, Containerization.

#### **Unit 5 PERFORMANCE MEASUREMENT AND TRENDS**

Dimensions of Performance Metrics, Approaches/tools for Performance Measurement, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains, Impediments to improve Performance, Trends, in International supply chain management

Books Recommended:-

1. Douglas Long International Logistics: Global Supply Chain Management Springer- Verlag New York, LLC;2004
2. Philippe-Pierre Dornier, PanosKouvelis, Michel Fender Global Operations and Logistics: Text and Cases Wiley, John & Sons, Incorporated 1998
3. Alan Branch Global Supply Chain Management in International Logistics Routledge2007
4. Kent N. Gourdin Global Logistics Management: A Competitive Advantage for theNew Millennium Blackwell Publishing 2006
5. Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic Publishers



### **Course Outcomes**

At the end of the course, the students will be able to:

- 1 State the factors influencing global market forces.
  - 2 Apply understanding of the global implications of supply chain management List the issues in international supply chain management.
  - 3 Clarify the regional and cultural differences in logistics.
  - 4 Understand meaning of 3 PL and 4 PL service providers and its role in Global logistics
- Understand the importance of outsourcing in global supply chain management



## **Logistics and Supply Chain Management (Elective 2)2 INTERNATIONAL LOGISTICS**

### **UNIT I TRANSPORTATION**

Meaning and Significance of International Transportation- Role of transportation in integrated logistics process, Basic principles of international transportation, Parties involved in international transportation, Significance of Transportation, Modes of International Transportation- Criteria for Selection of different modes of transportation, Multi Modal Transportation. Freight costing and pricing- Classification of Costs associated with Transportation process, Cost Strategies, Factors affecting, Transportation rate.

### **UNIT II OCEAN MODE OF TRANSPORTATION**

Features, Types and Terminology- Features, Advantages and Disadvantages of using sea mode, Classification of ships, Shipping Methods, S wage in Ship, Major Sea-routes around the world, Important Terminology, Freight, Parties and Perils Associated with Sea Mode- Parties involved in sea mode of transportation- Ocean Freight- Types of Sea Freight, Calculation of Freight; Maritime Risks, Marine Insurance.

### **UNIT III AIR AND FREIGHT TRANSPORTATION**

Features, Types and Terminology- Significant Features, Advantages and Constraints of Air transportation, Types of Carriers, Air Cargo Chain Operators, Legal Aspect of Carriage of Goods by Air; Freight Structure and \ organizational set up- ULD Concept, Air Cargo Tariff Structure- Air Freight Classification, Air Freight Calculation, Factors Affecting Air Freight Rates, Air Freight Consolidation, Role of IATA and TIACA in Air Cargo Industry.

### **UNIT IV LAND MODE**

Transportation by Rail and Road, Meaning of Land mode of transportation, International Road Transportation, International Road Network, Advantages and Constraints of International Road Transport, International Rail Transportation, Advantages and Constraints of International Rail Transport; Pipeline as a Mode of Transportation and Concept of Multi-modalism, Concept of Containerization.

### **UNIT V EXIM PROCEDURE AND DOCUMENTATION**

Export procedure in India, Import Procedure in India, Transport Documents, Mate Receipt, Bill of Lading – features and types, Air-way Bill, Lorry Receipt; INCOTERMS 2013; Packaging and Labeling for Exports- What is packaging? Functions of Packaging, Labeling the export packages, Packaging for different modes of transportation, Rail Receipt.

### **TEXT BOOKS:**

1. Ewan Roy, what is global supply chain management? by Trade Ready, ,2017
2. Altekar, supply chain management, and concepts PHI 2013.

### **REFERENCE BOOKS:**

1. R.B. Handfield and E.L. Nachols, Jr. Introduction Supply Chain Management. Prentice Hall, 2 nd edition (November 30, 2014)
2. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India, 6th Edition 2013.

### **COURSE OUTCOMES:**

**At the end of the course, the students will be able to:**

- 1 Explain the various basic issues in international transportation.
- 2 Explain the various participants in international transportation.
- 3 Explain the various modes of international transportation and selection of the modes.
- 4 Explain about the multimodal and intermodal transportation.



- 5 Explain about the freight costing and pricing.
- 6 Explain various issues involved in ocean mode of transportation.



## **Logistics Supply Chain Management (Elective 3)1 GREEN LOGISTICS**

### **Unit 1 GREEN LOGISTICS AND TRANSPORTATION**

Green Logistics and Transportation, Definitions of Green Logistics, Critical drivers of Green Logistics. Green transportation and logistics practices – Environmental impacts of transportation and logistics – Closing the Loop: Reverse Logistics,

Assessing the environmental impacts of freight transport: Introduction, Environmental impacts, Environmental standards, measuring the environmental impact of freight transport.

### **Unit 2 GREEN PURCHASING AND WAREHOUSING**

Green Procurement and Purchasing – Definitions of green purchasing – Drivers of green purchasing – Green purchasing strategies – Green purchasing performance measurement –Green Supplier Development and Collaboration.

Introduction to warehousing- its meaning and concept, Scale of the environmental impact, Increasing resource intensity, Framework for assessing the environmental impact of warehouses, Ways of reducing the environmental impact.

### **Unit 3 REVERSE LOGISTICS FOR THE MANAGEMENT OF WASTE**

Meaning and concept of reverse logistics, Waste management in the context of reverse logistics, The impact of waste treatment legislation, Reuse, refurbishment markets and take-back schemes, Managing waste as part of a sustainable reverse process

### **USINESS, E-LOGISTICS AND THE ENVIRONMENT**

Meaning and Concept; Business-to-business (B2B), Business-to consumer (B2C), Restructuring of the supply chain, the environmental impact of e-commerce.

### **Unit 5 PUBLIC POLICY PERSPECTIVE**

The role of government in promoting green logistics- Introduction, Objectives of public policy on sustainable logistics, Policy measures, Reducing freight transport intensity, Shifting freight to greener transport modes, Improving vehicle utilization, Increasing energy efficiency, cutting emissions relative to energy use, Government sponsored advisory and accreditation programmes.

#### **Recommended Textbook:**

1. McKinnon, A. Browne, M. Whiteing, A. (2015). Green Logistics: improving the environmental sustainability of logistics. (3rd edn). London: Kogan Page. (eBook available).

#### **Other Reading:**

1. Beamon B. (1999). Designing the green supply chain. Logistics Information Management. Vol. 12, No. 4, pp. 332-342
2. Dale S. Rogers and Ronald Tibben-Lembk. (2001). An examination of reverse logistics practices. Journal of Business Logistics. Vol.22, No. 2, pp.129-148
3. Nouria I., Y. Frein, A. B. Hadj-Alouane. (2013). Optimization of manufacturing systems under environmental considerations for a greenness-dependent demand. International Journal of Production Economics. DOI: 10.1016/j.ijpe.2013.12.024.





## **Course Outcomes**

1. Students will be able to explain environmental issues about logistics and supply chain management.
2. Students will be able to discuss the reasons and challenges for green logistics activities.
3. Students will be evaluate how operations are interlinked with green logistics activities.
4. The students will be able to analyze supply chain's effects on the environment.
5. Student will be able to combine their theoretical knowledge with practical knowledge.



## **Logistics and Supply Chain Management (Elective 3)**

### **2 LEAN SIX SIGMA**

#### **UNIT-I LEAN MANUFACTURING: PRINCIPLE AND TOOLS**

Evolution of Just-In-Time and Lean Manufacturing – Principle – Seven wastes – Just-In-Time (JIT) – One-Piece or Continuous Flow – Kanban or Pull System – Basic tools such as 5S, Kaizen, Poka-Yoke and Single-Minute Exchange of Dies (SMED)

#### **UNIT-II TECHNIQUE: VALUE STREAM MAPPING**

Value Stream Mapping (VSM) – Material and Information Flow – VSM symbols – Identification of Product or Product Family – Current-State Mapping – Future-State Mapping by key questions – Plan and Implementation.

#### **UNIT-III SIX SIGMA**

Evolution – TQM vs. Six Sigma – What is Six Sigma – Six Sigma methodologies Such as DMAIC, DFSS – Six Sigma Belts.

#### **UNIT-IV DMAIC: TOOLS**

Define – Measure – Analyze – Improve – Control – SIPOC model – VOC – CTQ – Seven Quality or SPC tools such as Pare Analysis, Cause and Effect Diagram, Control Charts etc. – Process Capability Analysis such as  $C_p$ ,  $C_{pk}$  – Design of Experiments (DoE).

#### **UNIT-V LEAN SIX SIGMA**

The Synergy of Six Sigma and Lean – Lean Six Sigma – Principle – Lean tools in DMAIC – Implementation of Lean Six Sigma.

#### **TEXT BOOKS:**

1. Feld, W. M., Lean Manufacturing tools, Techniques and How to Use Them, St. Lucie Press, Florida, 2000.
2. Michael L. George, et al., The Lean Six Sigma Pocket toolbox: A Quick REFERENCES Guide Nearly 100 tools for Improving Process Quality, Speed, and Complexity, McGraw-Hill, 2005.

#### **REFERENCES:**

1. Rother, M. and Shook, J., Learning see: Valuestrean mapping create value and eliminate muda, The lean enterprises institute Brookline, Massachusetts, USA, 1999.
2. Liker, J., The yota Way: 14 Management Principles from the World's Greatest Manufacturer, McGraw-Hill Education, 2004.
3. Pyzdek, T. and Keller, P. A., The Six Sigma Handbook, Fourth Edition, McGraw-Hill Professional, 2014.
4. George, M. L., Rowlands, D. and Kastle B., What is Lean Six Sigma 1st Edition, McGraw-Hill



Education, 2003.

**Course Outcomes**

- 1) Illustrate the seven principles of Lean Six Sigma
- 2) Gain and extensive knowledge base of Six Sigma
- 3) Distinguish between the importance of eliminating waste, reducing defects, and improving process flow.
- 4) Apply DMAIC thinking to improvement
- 5) Gather, analyze, and interpret data using flow charts, Ishikawa and SIPOC diagrams, and value stream maps



**Logistics and Supply Chain Management (Elective 4)**

**1 LEAN SUPPLY CHAIN MANAGEMENT & SUPPLIER RELATIONSHIP MANAGEMENT**

**UNIT- 1**

**INTRODUCTION TO THE LEAN SUPPLY CHAIN**

Analyzing the Lean supply chain maturity model, Evolution of the Lean supply chain, Essential problem-solving skills for the Lean supply chain professional, Value-stream mapping for the Lean supply chain

**UNIT- 2**

**UNDERSTANDING AND RESPONDING TO THE MARKET**

Indispensable Lean "Voice of the Customer" tools, Expert tips for Lean demand management planning and target costing, Top Lean tools and techniques for product and process design

**PHYSICAL AND VIRTUAL LEAN SUPPLY CHAIN DESIGN**

Vital risk management factors, Lean sourcing: applying Lean thinking and leveraging supplier capabilities, Lean logistics planning: integrating the logistics; 3PL, cross-docking, milk runs and proximity

**UNIT- 3**

**LEAN SUPPLIERS, CHANNELS AND CUSTOMERS**

Impact of globalization on the Lean supply chain, Must-know enterprise resource planning (ERP) vocabulary, structure and principles, Leveraging ERP in supply chain planning, Successful sales and operations planning, Proven Lean supply chain tools for the perfect order

**IT AND COMMUNICATIONS FOR THE LEAN SUPPLY CHAIN**

Crucial Lean IT elements for the Key business-process management (BPM) tools to support Lean supply chain control and execution

**UNIT –4 LEAN DEMAND MANAGEMENT AND EXECUTION**

Transforming your organization into a Lean SCM culture, Fundamentals of TAKT time, flow and changeover, Lean data management, Leveraging "theory of constraints" thinking in the Lean supply chain

**UNIT –5 LEAN SUPPLY CHAIN EXECUTION**

Assuring the quality of products, services and information in the Lean supply chain, Lean inventory optimization, Lean supply chain accounting and metrics

**CONTINUOUS IMPROVEMENT IN THE LEAN SUPPLY CHAIN**

Powerful Kaizen programs for Lean SCM, Dot Company Lean simulation, Human development in Lean SCM: getting the "people" part right

**Recommended Books:**

1. Douglas Long International Logistics: Global Supply Chain Management Springer- Verlag New York, LLC;2004
2. Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender Global Operations and Logistics: Text and Cases Wiley, John & Sons, Incorporated 1998
3. Alan Branch Global Supply Chain Management in International Logistics Routledge 2007
4. Kent N. Gourdin Global Logistics Management: A Competitive Advantage for the New Millennium Blackwell Publishing 2006
5. Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic Publishers



**Course Outcomes**

1. To understand issues & challenges in implementing & developing lean manufacturing techniques from TPS & its contribution for improving organizational performance.
2. Apply lean techniques to bring competitive business culture for improving organization performance
3. Analyze how lean techniques can be applied to manufacturing & service industry
4. Developing lean management strategy for Supply chain management
5. Analyzing how lean technique can create value generation for organization.



**MBA Supply Chain Management (Elective 4)  
2 ENTERPRISE RESOURCE PLANNING FOR MANAGERS**

**UNIT I ERP INTRODUCTION**

ERP Characteristics – History and evolution of ERP – ERP benefits – ERP implementation, ERP Packages for Human Resource Management, Fundamental Technology- Architecture, e-Business

**UNIT II ERP AND RELATED TECHNOLOGIES**

Data Warehousing, Data Mining, OLAP, PLM, SCM, CRM, GIS, Intranets and Extranets, Middleware, Computer Crimes, Security and ERP

**UNIT III ERP IMPLEMENTATION**

Planning, Evaluation and selection of ERP systems-Implementation life cycle – ERP implementation Methodology and Framework- Training – Data Migration. Role of people and Organization in implementation- Consultants, Vendors and Employees, Change Management

**UNIT IV MARKETING AND PRODUCTION**

Marketing Information system and sales order processing: Sales and Distribution in ERP, Standard order in SAP. Production and Supply Chain Management information system: Production planning, Sale Forecasting, sales and operations planning, Demand management, materials requirement planning and details scheduling in ERP. Difference between traditional SCM and SCM onERP.

**UNIT V ACCOUNTING AND HUMAN RESOURCE PROCESS**

Accounting in ERP: Operational decision making, product profitability analysis, management reporting with ERP system. Human Resource process with ERP: HR structure, Recruiting, Time management, Payroll, Travel management, Training and development with ERP system.

**TEXT BOOKS:**

1. Sandeep Desai, Abhishek Srivastava, ERP to E2RP-A Case Study Approach, PHI Learning Private Limited, First Edition 2013.
2. Alexis Leon, Enterprise Resource Planning, Tata McGraw Hill, Second Edition, 2011.
3. Magal, S.R. and Word, J., Integrated Business Processes with ERP Systems, John Wiley & Sons, 2011.
4. Jaiswal, Textbook of Enterprise Resource Planning, MacMillan Publishers India, 2005.

**REFERENCE BOOKS:**

1. Jonathan Blain & Bernaid Dodd, Administering SAP R/3: The HR – Human Resources Module, Prentice Hall of India Pvt Ltd: 1999.
2. Ellen F. Monk and Bret J. Wagner, Thomson, Concepts in Enterprise Resource Planning, Course Technology, India Edition, 2007

**Course Outcomes**



1. Make basic use of Enterprise software, and its role in integrating business functions
2. Analyze the strategic options for ERP identification and adoption.
3. Design the ERP implementation strategies.
4. Create reengineered business processes for successful ERP implementation.



## **AGRIBUSINESS MANAGEMENT**

### **Elective-1**

#### **AGRIBUSINESS AND RURAL ENVIRONMENT**

##### **Unit1**

Introduction to agribusiness environment, Key factors of agribusiness environment - finance, infrastructure, legal and regulatory framework, Stakeholders in the establishment of enabling environments - public as well as private roles.

##### **Unit2**





Importance of rural community in Indian economy, Status of Employment, Income and Consumption in Rural India, Characteristics of Indian Rural community. Role of Agriculture in Indian Economy.

### **Unit3**

Structure of Agriculture-Linkages among sub-sectors of the Agribusiness sector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agribusiness sector.

### **Unit4**

Rural Socio-economic change, Land Reforms, Agrarian transition-Pre-green revolution and post-green revolution, rural financial inclusion as well as exclusion, Rural technological inclusion as well as exclusion. Rural Urban Migration and its impact on agriculture, Globalization and rural economy, Impact of Media on Rural Culture.

### **Unit5**

Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro-industries.

### **Suggested readings:**

1. Deshpande, R.S. and Arora, S., 2010, Agrarian crisis and farmers suicides. Sage publications, Delhi.
2. Gupta, K.B., Siddiqui, F. and Alam, I., 2014, Rural Management, CBS Publishers and Distributors Pvt. Ltd., Delhi.
3. König, G., Da Silva, C.A. and Mhlana, N., 2013, Enabling environments for agribusiness and agro-industries development: Regional and country perspectives, FAO, Roma (Italy).
4. Palanithurai, G. and Ramesh, R., 2011, Globalisation and rural development. Concept publishing company, Delhi.
5. Sabharwal, D., 2002, New Technology and Agrarian Change, Sanjay Publication, Delhi.
6. Singh, K., 2009, Rural Development: Principles, Politics and Management, Sage Publications India Pvt. Ltd., Delhi.

S.no	Course Outcomes (CO's)
1	to illustrate understanding of basic agribusiness concepts, principle practices.
2	to understand Importance of rural community in Indian economy
3	to summarize the concept and process of agribusiness
4	to develop an understanding of Structure of Agriculture
5	to predict the dynamics of Rural Socio-economic change and Land Reform and to focus on emerging trends in agri business with aspect to production, marketing and exports.



## **Elective-1**

# **FOOD AND AGRICULTURAL POLICY**

**Unit 1** Agricultural and Economic Development, Role of Agriculture in Economic/Rural Development, Theories of Agricultural Development, Population and Food supply, Need for sound Agricultural Policies, Planning for Agricultural Growth-Agricultural Policy and Programmes under Planning Periods

## **Unit 2**

Policy on Agrarian Reforms: Abolition of intermediaries, Tenancy Reform, Ceiling of Agricultural Landholdings, Impact of Land Reforms on Farming Community, Fragmentation of Landholdings.

**Unit 3** Agricultural Price Policy, Role of CACP, state intervention: Concept of Minimum Support Price and Procurement Price. Reforms in Agricultural Produce Marketing Committee Act- Direct marketing, contract farming, private markets etc.

## **Unit 4**

Attainment of Self Sufficiency in Food grains: Policy initiatives in respect of Agricultural Inputs (Water, Seed, Fertilizer Policy), Promotion of Plant nutrients, Fertilizer subsidy, Agricultural Credit and Insurance; Enforcement of Minimum Wage in Agriculture, policy options for sustainable agricultural development, Agricultural taxation.

## **Unit 5**

Government policy and problems in marketing of food products in current scenario.

## **Suggested Readings:**

1. Acharya, S.S. and Agarwal, N.L., 1994, Agricultural Prices-Analysis and Policy. Oxford and IBH Publishing, Delhi
2. Bhaumik, S.K., 2008, Reforming Indian Agriculture: Towards Employment Generation and Poverty Reduction: Essays in Honour of G.K. Chadha, Sage Publications India Private Limited, Delhi.
3. Gandhi, V.P. and Patel, N.T., 2006, Reform of the Subsidy Regime Implications for the Agriculture Sector: Review Study on Fertilizer, Seed, Diesel and Credit Subsidies, IIM Ahmedabad
4. Ganesh-Kumar, A., Gulati, A. and Cummings Jr, R., 2007, Food grains Policy and Management in India retrieved from <http://www.igidr.ac.in/pdf/publication/PP-056.pdf>
5. Singh, K., 2009, Rural development: Principles, Politics and Management. Sage Publications India Pvt. Ltd., Delhi.



S.no	Course Outcomes (CO's)
1	to illustrate understanding of basic agribusiness concepts, principles and practices also to understand Importance of rural community in Indian economy
2	to summarize the concept and process of agribusiness
3	to develop an understanding of Structure of Agriculture
4	to predict the dynamics of Rural Socio-economic change and Land Reforms
5	to know government policies with regard to agriculture and the difficulties in marketing of food products.



## **Elective-2**

# **AGRIBUSINESSFINANCIALMANAGEMENT**

### **Unit 1**

Role and Importance of Agricultural Finance. Financial Institutions and credit flow to rural/priority sector. Agricultural lending – Direct and Indirect Financing- Financing through Co-operatives.

### **Unit 2**

NABARD and Commercial Banks and RRBs. District Credit Plan and lending to agriculture/priority sector. Micro-Financing and Role of MFI's- NGO's, and SHG's.

**Unit 3** Lending to farmers – The concept of 3C's, 7P's and 3R's of credit. Estimation of Technical feasibility, Economic viability and repaying capacity of borrowers and appraisal of credit proposals. Understanding lenders and developing better working relationship and supervisory credit system. Credit inclusions – credit widening and credit deepening.

### **Unit 4**

Risks in financing agriculture. Risk management strategies and coping mechanism. Crop Insurance programmes – review of different crop insurance schemes – yield loss and weather based insurance and their applications.

### **Unit 5**

Precautions and procedural formalities of financing: pre, progress and post financing requirements, Reserve Bank of India (RBI) guidelines

## **Suggested Readings:**

1. Chandra, P., 2000, Financial Management. Tata McGraw Hill.
2. Khan, M. Y. and Jain, P. K., 2004, Financial Management: Text, Problems and Cases. Tata McGraw Hill.
3. Nelson, A. G. and Murrey, W. G., 1988, Agricultural Finance, Kalyani Publ.
4. Pandey, I. M., 1997, Financial Management, Vikas Publ. House.
1. Rais, A., 2012, Agriculture, Rural Banking and Micro Finance in India. New Century Publ.
2. Reddy, S., Ram, R., Sastry, N. T. V. and Devi, B., 2009, Agricultural Economics. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi.



S.no	Course Outcomes (CO's)
1	to illustrate Role and Importance of Agricultural Finance
2	to understand the applications of NABARD
3	to summarize the concept of 3C's, 7P's and 3R's
4	to predict the Risks in financing agriculture
5	To understand various precautions and formalities of financing also and guidelines given by RBI



## **Elective-2**

### **FARMBUSINESSMANAGEMENT**

#### **T**

##### **Unit1**

Nature, scope, characteristics and role of farm business management; farm management decisions; farm management problems, Types and Systems of Farming.

##### **Unit2**

Principles of farm management decisions – principle of variable proportion, cost principle, principle of factors substitution, law of equi-marginal returns, opportunity cost principle, etc.

##### **Unit3**

Tools of farm management and farm business analysis – farm planning and budgeting; Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

##### **Unit 4**

Farm machinery selection for different farm size and for different agro climatic conditions, scheduling of farm operations for higher efficiencies, indices of machine performance.

##### **Unit5**

Management of farm resources – Land, Labour, Farm machinery, Farm building, etc.; Risk and uncertainty in farming – sources of uncertainty in farming, management strategy to counteract uncertainty and decision making process in farm business management under risks and uncertainty.

#### **Suggested Readings:**

1. Heady, E.O. and Jensen, H., 1960, Farm Management Economics, Prentice Hall.
2. Johl, S.S. and Kapoor, T.R., 1973, Fundamentals of Farm Business Management, Kalyani Publ.
1. Kahlon, A.S. and Singh, K., 1992, Economics of Farm Management in India. Allied Publ
2. Panda, S.C., 2007, Farm Management and Agricultural Marketing, Kalyani Publ.
3. Raju, V.T. and Rao, D.V.S., 2015, Economics of Farm Production and Management,



S.no	Course Outcomes (CO's)
1	to illustrate characteristics and role of farm business management
2	to apply the farm management decisions
3	to summarize the concept of Tools of farm management and farm business analysis
4	to know the selection criteria of farm machinery, size under various agro climatic
5	to predict the Management of farm resources



### **Elective-3**

#### **AGRI-SUPPLY CHAIN MANAGEMENT**

##### **Unit1**

Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.

**Unit2** Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management. Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).

##### **Unit3**

Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.

**Unit4** Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management-Benchmarking: introduction, concept and forms of Benchmarking.

##### **Unit 5**

Issues in marketing and customer service with special reference to agri business: changing environment the importance of CRM, Gap analysis for customer service management, efficient customer response planning for uncertainty, product costing for uncertainty.

#### **Suggested Readings:**

1. Acharya, S.S., and Agarwal, N.L., 2011, Agricultural marketing in India. Oxford and IBH.
2. Altekari, R. V., 2006, Supply Chain Management: Concepts and Cases. PHI.
3. Chopra, S., Meindl, P. and Kalra, D. V., 2016, Supply chain management: Strategy, Planning, and Operation, Pearson Education India.
4. Monczka, R., Trent, R. and Handfield, R., 2002, Purchasing and Supply Chain Management. Thomson Asia.
5. Van Weele, A.J., 2000, Purchasing and Supply Chain Management Analysis, Planning and Practice, Vikas Publ. House.





S.No	Course Outcomes (CO's)
1	to illustrate characteristics of Agricultural Supply Chain
2	to analyse the Demand Management in Supply Chain
3	to summarize the concept of Agri Logistics Management
4	to predict the Concept of Information Technology
5	to forecast the issues in marketing and customer service (CRM) with reference to agri



## **ELECTIVE- 3**

# **FOOD TECHNOLOGY AND PROCESSING MANAGEMENT**

**Unit 1** Present status of food industry in India; organizational structure of agro industry; major dimensions of agro based industries; unit operation of food industry; deteriorative factors and their control, Laws and regulation related to food industry

### **Unit 2**

Principles of food preservation and processing; preservation through temperature reduction, water removal, radiation, heat processing, fermentation and use of preservatives, technology of extrusion, solvent extraction, refining and hydrogenation, food additive and toxicology.

### **Unit 3**

Management of functional areas of food processing units- capacity planning, sourcing of raw material, Analysis of costs in food organization, Storage, Packaging, Transportation and Distribution of food products. Risk management, quality management in food industry- quality standards and ISO

### **Unit 4**

HACCP- - Prerequisites; GMP/GHP, Cleaning and Sanitation, Pest Control, Recall Procedures. Principles and steps of HACCP Plan, Hazard Identification, Risk assessment Risk communication with communication agencies and Hazard analysis, CCP Decision Tree, HACCP Plan.

### **Unit 5**

Case studies on product formulation in various types of food industries – milk and dairy products, cereal milling, oil-seed and pulse milling, sugar cane milling, honey production, baking, confectionery, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing, etc.

## **Suggested Readings:**

1. Acharya, S.S. and Agarwal, N.L., 2011, Agricultural Marketing in India, Oxford and IBH.
2. Clute, M., 2017, Food Industry Quality Control Systems, Crc. Press, London.
3. Singh, D. and Singh, D., 2015, Food Processing and Preservation. Shree Publishers and Distributors, New Delhi.



S.No	Course Outcomes (CO's)
1	To understand different food processing techniques and their management.
2	to analyse the Principles of food preservation and processing
3	to summarize the concept of functional areas of food processing units
4	to understand new concept i.e., HACCP which is implemented by food industry to maintain the quality of product.
5	to predict the Concept of project formulation in various types of food industries



### **Elective-4**

## **AGRICULTURAL MARKETING MANAGEMENT**

### **Unit 1**

Meaning and scope, agricultural marketing and economic development; Agricultural market structure – meaning, components and dynamics of market structure; marketing strategy – meaning & significance, formulation of marketing strategy; agribusiness marketing environment, design of marketing mix, market segmentation and targeting, determinants of consumer's behaviour.

### **Unit 2**

Product management – product management process and decisions, new product development – significance and classification of new product, stages and estimation of demand of new product; product life cycle.

### **Unit 3**

Pricing policies and practice for agribusiness – determinants of price, objectives of pricing policies and pricing methods. Promotional management – advertising planning and execution; sales promotion; grading and standardization.

### **Unit 4**

Distribution management – storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries – roles and functions; distribution channels involved in agri business, APMC Act,.

### **Unit 5**

Retail marketing in the modern age; Importance of e-commerce, business environment for retailing, the digital age and the new global culture for retailing with special reference to food retailing in local, national and global context.

## **Suggested Readings**

1. Acharya, S.S. and Agarwal, N.L., 2011, Agricultural Marketing in India. 4th



Ed.OxfordandIBH.

2. Kohls,R.L.andUhj,J.N.,2005,MarketingofAgriculturalProducts.9thEd.  
PrenticeHall.
3. Kotler,P.,2002,MarketingManagement-Analysis,Planning,Implementation and



Control. PearsonEdu.

4. Krishnamacharyulu, C. and Ramakrishan, L., 2002, Rural Marketing. Pearson Edu.
5. Ramaswamy, V. S. and Nanakumari, S., 2002, Marketing Management. 2nd Ed. Mac Millan India.

S.No	Course Outcomes (CO's)
1	To understand components and dynamics of agricultural market structure
2	to analyse the process and decision of Product management
3	to summarize the concept of Pricing policies and practice for agribusiness
4	to predict the Concept of storage and warehousing
5	to know the concept of retailing and importance of e commerce in agribusiness



## **ELECTIVE- 4**

### **INTERNATIONALAGRIBU**

### **SINESSTRADE**

#### **Unit1**

Internationaltrade–basicconcepts,Importanceofforeigntrade fordeveloping economy;absoluteandcomparativeadvantage,foreigntradeofIndia.WTOandits implicationsforIndian economyingeneral and agriculturesector inparticular.

#### **Unit2**

TRIPS, TRIMSquotas,anti-dumpingduties,quantitativeandqualitative restrictions, tariffand non-tariff measures, trade liberalization, subsidies, green and redboxes, issues fornegotiationsinfutureinWTO;CountervailingDutyMeasuresandcarbontrade,SPS Agreement. Regional economic groupings

**Unit3** CompositionofIndia'sforeigntradepolicy;India'sbalanceofpayments;interregional Vsinternationaltrade;tariffsandtradecontrol;exchangerate;theforeigntrade multiplier.exportpromotioninstitutionswithspecialemphasisonEPCsandcommodity boards,MPEDA, APEDAand serviceinstitutes. Role of ECGC ininsurance

**Unit 4** Foreigndemand,supplysideanalysis,opportunitycost,tradeandfactorprices, implicationsfordeveloping countries, export procedures& documentations.internationalmarketing-marketentrymethods,internationalproductplanning,pricing,promotion, distribution, problemsof exporters, legal dimensions ofinternational marketing.

#### **Unit5**

Institutional infrastructure for export promotion in India, export assistance, State trading inimports and exports, working of the State trading organisations in India

### **SuggestedReadings:**

1. Anant,K.,SundaramandStewart,B.J.,2010,TheInternationalBusiness:Text andcases,PHI.



2. Bhalla V.K., 1993, International Economy-Liberalisation Process. Anmol, New Delhi.
3. Cherunilam, F., 2010, International Business- Text and Cases. PHI.
4. Economic Survey of India (various issues), Ministry of Finance, GOI.
5. Eiteman, D.K. and Stopnehill, A.L., 1986, Multinational Business Finance. Addition Wesley, New York.
6. Paul, J., 2013, International Business. PHI.
7. Subba Rao, P., 2008, International Business Text and Cases. HPH.

S.No	Course Outcomes (CO's)
1	To understand International agricultural trade market structure
2	to analyse the quantitative and qualitative restrictions
3	to summarize the concept of India's foreign trade policy
4	to predict the Concept of Foreign demand, supply side analysis
5	To summarise about export promotion, export assistance role of state trading





## **BUSINESSANALYTICS**

### **Elective-1**

#### **BUSINESS ANALYTICS**

#### **Unit 1**

##### **Introduction To Business Analytics(Ba)**

Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.

#### **Unit 2**

##### **Managing Resources For Business Analytics**

Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

#### **Unit 3**

##### **Descriptive Analytics**

Introduction to Descriptive analytics- Visualising and Exploring Data- Descriptive Statistics- Sampling and Estimation- Probability Distribution for Descriptive Analytics-Analysis of Descriptive analytics

#### **Unit 4**

##### **Predictive Analytics**

Introduction to Predictive analytics- Logic and Data Driven Models- Predictive Analysis Modeling and procedure- Data Mining for Predictive analytics. Analysis of Predictive analytics

#### **Unit 5**

##### **PrescriptiveAnalytics**

Introduction to Prescriptive analytics-Prescriptive Modeling-Non Linear Optimisation- Demonstrating Business Performance Improvement.



**Suggested Readings**

1. Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, "Business Analytics Principles, Concepts, and Applications- What, Why, and How" , Pearson Ed, 2014
2. Christian Albright and Wayne L. Winston, "Business Analytics-Data Analysis and Decision Making", Fifth edition, Cengage Learning, 2015.
3. James R. Evans, "Business Analytics- Methods, Models and Decisions", Pearson Ed, 2012.

**COURSE OUTCOMES:**

1. Ability to understand the role of Business Analytics in decision making
2. Ability to identify the appropriate tool for the analytics scenario
3. Ability to apply the descriptive analytic tools and generate solutions
4. Understanding of Predictive Analytics and applications
5. Knowledge of Prescriptive Analytics and demonstrating business process improvement



## **Elective-1**

# **BLOCK CHAIN TECHNOLOGY**

## **UNIT I INTRODUCTION**

Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete. Cryptography: Hash function, Digital Signature-ECDSA, Memory Hard Algorithm, Zero Knowledge Proof.

## **UNIT II BLOCKCHAIN & APPLICATIONS**

Introduction to Blockchain, Gartner's Hype Curve and Evolution of Blockchain Technology, Blockchain Need & Genesis, Key Characteristics of Blockchain, Blockchain Structure, Blockchain types and Network, Mining and Consensus, How Blockchain Works, Bitcoin Whitepaper, Understanding Bitcoin, Components of a Block, Forks: soft & hard forks, Ummers blocks, Different forks from Bitcoin, Wallets, Transactions, Public & Private keys, Blockchain Applications: Internet of Things, Medical Record Management System, Do-main Name Service and future of Blockchain.

## **UNIT III CRYPTOCURRENCY**

History, Distributed Ledger, Bitcoin protocols-Mining strategy and rewards, Ethereum-Construction, DAO, Smart Contract, GHOST, Vulnerability, Attacks, Sidechain, Namecoin. Cryptocurrency Regulation: Stakeholders, Roots of Bitcoin, Legal Aspects-Cryptocurrency Exchange, Black Market and Global Economy.

## **UNIT IV ETHEREUM**

Need of Ethereum, Ethereum Foundation, Ethereum Whitepaper, How Ethereum Works, Ethereum network, Ethereum Virtual Machine, Transactions and Types, Mining & Consensus, Smart Contracts.

## **UNIT V HYPERLEDGER FABRIC**

Hyperledger, Hyperledger Fabric, Comparison between Fabric & Other Technologies, Fabric Architecture, Components of Hyperledger Fabric, Advantages of Hyperledger Fabric Blockchain, How Hyperledger Fabric Works.



### **Suggested Read ings:**

1. Imran Bashir, Mastering Blockchain, Packt Publishing, March 2017
2. Debajani Mohanty, BlockChain: From Concept to Execution, BPB Publications, 2nd edition, 2018
3. Artemis Caro, Blockchain: Bitcoin, Ethereum & Blockchain: The Beginners Guide to Understanding the Technology Behind Bitcoin & Cryptocurrency, 2017
4. Andreas M. Antonopoulos, Gavin Wood, Mastering Ethereum: Building Smart Contracts and DApps, O'REILLY, 2018
5. Nitin Gaur, Luc Desrosiers, Venkatraman Ramakrishna, Petr Novotny, Dr. Salman A. Baset and Anthony O'Dowd, Hands-on Blockchain with Hyperledger, Packt Publishing, 2018.

Course OUTCOMES: 1. Ability to apply the concepts of FinTech and critically evaluate its role in financial services. 2. Ability to apply the concept of new generation commerce and new operating models for banks. 3. Knowledge to use the concepts of FinTech in wealth management, personal finance management, crowdfunding and crowd investing. 4. Apply the concept of cryptocurrencies, risk associated with crypto market and cost involved. 5. Critically evaluate the role of FinTech in financial services and understand recent developments such as Distributed ledger for identification, Identification for Unbanked- Unique identification system in India, Cybercrime, Cybersecurity categories



**Electiv**

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**Course Objective:**

- To understand the importance of econometrics with statistical concepts, regression analysis, time series and forecasting

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Historical perspective of Econometrics – Econometrics – Importance of Econometrics – Types of Econometrics – Methodology of Econometrics

**Unit 2**

**Basic Statistical Concept**

Probability – Hypothesis Testing – Univariate Statistics – Bivariate Statistics – Analysis of Variance – Correlation

**Unit 3**



### **Regression Analysis**

Historical origin of the term regression – The modern interpretation of regression – Statistical versus deterministic relationships – Regression versus causation – Regression versus correlation  
– Two Variables Regression analysis

## **Unit 4**

### **Time Series**

Basics of Time Series Box – Jenkins Methods – Error Measurements – Univariate Time Series Modelling.

## **Unit 5**

### **Econometric Forecasting**

Forecasting with moving averages, linear trend, exponential trend – Forecasting with linear regression – Classical time series decomposition – Measures of forecast performance: Meansquare error and root mean square error

### **Text Books:**

1. Gujarati D & Porter D. Basic Econometrics 5th edition, McGraw-Hill Education, India, 2008

#### **REFERENCE BOOKS:**

1. Gujarati D. Econometrics By Example Indian, Palgrave Macmillan, India, 2012.
2. Kaur N. & Shyamala A. A text book on Econometrics, Vishal Publishing, India, 2013.
3. Stock J. & Watson M. Introduction to Econometrics, Pearson Education, India, 2015.

S.no	Course Outcomes (CO's)
1	To understand the basis of econometrics.
2	To understand the role of econometrics in policy framing.
3	To construct econometric models for estimating future sales.
4	To construct econometric models for estimating future sales.
5	To conduct research surveys through multiple regression and multiple correlation.



## Elective-2

### BUSINESS INTELLIGENCE

**Course Objective:** Business Analytics is a set of techniques and processes that can be used to analyze data to improve business performance through fact-based decision-making. The objective of this subject is to introduce the Business Intelligence methods that support the decision process in business operations.

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Business Intelligence: definition, concept and need for Business Intelligence, Case studies BIFundamentals:  
Data, information and knowledge, Role of Mathematical models

## **Unit 2**

### **Analytics Strategy**

Business Analytics at the strategic level: Strategy and BA, Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource.

## **Unit 3**

### **Data Mining**

Business Analytics at Analytical level : Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, principal component analysis.

## **Unit 4**

### **Data Warehousing**

Business Analytics at Data Warehouse Level, Designing physical database, Deploying and supporting DW/BI system

## **Unit 5**

### **Business Intelligence**

Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, CLAP, SQA, decision engineering. BI Tools: Concept of dashboard. BI Applications in different domains- CRM, HR, Production

### **Text Books:**

1. Turban, Sharda, Decision Support and Business Intelligence Systems, Delen, Pearson, 9th Edition, 2014

### **References:**

1. Olivia Parr Rud, Business Intelligence Success Factors Tools for aligning your business in the global economy, John Wiley and Sons, 2009
2. Steve Williams and Nancy Williams, The Profit impact of Business Intelligence, Morgan Kaufmann Publishers! Elsevier, 2007
3. Gert H.N. Laursen, Jesper Thorlund, Business Analytics for Managers: Taking Business Intelligence beyond reporting, Wiley and SAS Business Series. 2010





S.no	Course Outcomes (CO's)
1	To understand the concept of business intelligence.
2	To understand the role of business analytics at strategic and functional level.
3	To understand use of business analytics and Statistical tools for future goals.
4	To understand the role of data warehousing and designing of physical database.
5	To study the development of business intelligence in different domains CRM, HR, Production.



### **Elective-3**

#### **MARKETING ANALYTICS**

##### **Unit1**

###### **Introduction To Marketing Analytics**

Evolution and Scope of Analytics. Data for Marketing Analytics. Decision Models– Descriptive, Predictive and Prescriptive Models. Problem Solving and Decision making process.

##### **Unit 2**

###### **Data Management**

Exploring Data; Frequencies; Descriptive Statistics Cross tabulations; Independent Samples t-Test; One-Way ANOVA Simple Regression and Correlation, Multiple Regression to Forecast sales, Modelling Trend and Seasonality, Ratio to Moving Average Method

##### **Unit 3**

###### **Customer Segmentation And Valuation**

Analytics for Segmentation–Introduction to Cluster analysis multivariate method. Estimation, Model performance and validation of assumptions for Cluster analysis. Customer Value Analysis, Customer Lifetime Value-Conjoint Analysis

##### **Unit 4**

###### **Metrics And Measurements Analytics**

Product and Price analytics- Conjoint Analysis-Pricing – Estimating Demand Curves and Optimize Price Retailing Analytics- Allocating Retail Space and Sales Resources-Market Basket Analysis. Advertising and Promotion Analytics-Promotion Analytics-Measuring the effectiveness of Advertising

##### **Unit 5**

###### **Web Analytics**

Search Engine Optimisation-Tracking the success of SEO. Web metrics-Google Adwords, Advertising & Analytics.

###### **Suggested Readings:**

1. Evans, J.R. (2012). Business analytics methods, models and decisions. New Jersey: Pearson, Upper Saddle River.
2. Sorger, Stephan. —Marketing Analytics: Strategic Models and Metrics. Admiral Press/ Create Space, 2013
3. Cases and data sets for hands on learning. Pearson Education.
4. Grigsby, M. (2015). Marketing Analytics: A Practical Guide to Real Marketing Science. Kogan Page Publishers.



5. Sathi, A. (2014). Engaging customers using big data: how Marketing analytics are transforming Business. Palgrave Macmillan.
6. Rao, P. H. (2011). Predictive modelling for strategic marketing. New Delhi. Prentice Hall India

**COURSE OUTCOMES:**

1. This course will provide with an introduction to marketing analytics.
2. To show the benefits of using a systematic and analytical approach to marketing decision-making.
3. To help students develop analytic competencies pertaining solving of marketing problems
4. To study various tools for generating marketing insights from empirical data in such areas as segmentation, targeting and positioning, satisfaction management, Customer life time analysis, customer choice, and product and price decisions using conjoint analysis
5. To understand the recent practices scientific and empirical approach by case studies



### **Elective-3**

#### **FINANCIAL ANALYTICS**

##### **UNIT 1:**

Introduction to Financial planning

Financial planning – meaning, Scope, Objectives and Characteristics – Factors influencing financial planning – Essentials, Significance and limitations of financial planning – Estimation of capital requirement – Over capitalization and under capitalization – Time value of money.

##### **UNIT 2:**

Financial planning system and model

Steps in financial planning - Principles of financial plan – Risk return trade off – Financial planning system in a firm – Strategic decision making and planning – Strategic financial planning – Constructing a financial model.

##### **UNIT 3:**

Data mining

Data mining – Evolution – Steps in data mining – Data warehouse – Techniques in data mining – Applications targeted in data mining – Major issues – Data pre-processing – Data warehousing – Difference between traditional database and data warehouse – Multi dimensional data model – Market based analysis – Classification and prediction of data

##### **UNIT 4:**

Decision tree and Cluster analysis

Decision tree - Cluster analysis – Time series data mining - Graph mining – Social network analysis – Multi relational data mining – Spatial data mining – Multimedia data mining – Audio and video and text data mining – Web usage mining – Applications of data mining – Trends in data mining.

##### **UNIT 5:**

Data Modelling – meaning and concept – Data modelling objects – data modelling development



cycle – Steps to create a data model – Data modeller role – model versioning – modelling standards – Data modelling reports – data modelling relationships – types.

**REFERENCES:**

1. General Principles of Financial Planning Textbook, John Keir
2. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt.Ltd. 2005.
3. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
4. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc 2nd Edition, 2011
5. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011
6. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011

**Course Outcomes:**

- CO1 - Provide solutions assessments and validation to a broad range of financial securities concepts including t-bills, bonds, debentures, common and preferred shares, equities and financial derivatives.
- CO2 - Document, manage, understand and communicate all aspects of the personal financial process and its components and steps.
- CO3 - Use a financial calculator in determining the time value of money.
- CO4 - Understand fundamental and technical analysis and discuss investment theory and financial economics and strategic decision making through planning.
- CO5 - Understand data mining principles and techniques: Introduce DM as a cutting edge business
- CO6 - Intelligence method and acquaint the students with the DM techniques for building competitive advantage through proactive analysis, predictive modelling, and identifying new trends and behaviours.
- CO7 - Learning how to gather and analyze large sets of data to gain useful business understanding.
- CO8 - Learning how to produce a quantitative analysis report/memo with the necessary information to make decisions.
- CO9 - Describing and demonstrating basic data mining algorithms, methods, and tools
- CO10 - Identifying business applications of data mining



## **Elective-4**

### ADVANCED RESEARCH METHODS AND PREDICTIVE ANALYSIS

**Course Objectives:** Students will engage in a range of learning activities, with an emphasis on problem based learning focusing on the application of data analysis techniques for addressing the research questions at the heart of their own research projects.

### **Unit 1**

#### **Conceptual foundations of research**

Meaning of research and scope of research methodology, Identification of problem area, Formulation of research questions, Typology of Research Designs. Overview of quantitative



Research, Logic of Inquiry, Construction of theories, Conceptual framework in quantitative research. Introduction to Academic Writing, Structure of Academic Writing, Reading for Research, Academic Styles, Plagiarism, Publication, Online Resources. Specific Research Methodology

## **Unit 2**

### **Sampling Design and Tools**

Sampling: Process and Types sampling; probability and non probability sampling, Validity: Internal and external validity, Threats to Validity: Threats to internal validity and external validity, balancing internal and external validity. Reliability: Factors influencing reliability.

## **Unit 3**

### **Multivariate Designs and Analysis**

Introduction to Multivariate methods and analysis, Discriminant Analysis Multiple, logistic and hierarchical regression Factor analysis, structural equation modeling (SEM) ,Meta analysis, Mediation Analysis, Canonical Analysis. Advantages of multivariate strategies

## **UNIT 4**

### **Predictive analysis Simple linear regression**

Coefficient of determination, Significance tests, Residual analysis, Confidence and Prediction intervals Multiple linear regression: Coefficient of multiple coefficient of determination, Interpretation of regression coefficients, Categorical variables, heteroscedasticity, Multi- collinearity, outliers, Autoregression and Transformation of variables

## **UNIT 5**

### **Logistic and Multinomial Regression**

Logistic function, Estimation of probability using logistic regression, Deviance, Wald Test, Hosmer Lemeshow Test Forecasting: Moving average, Exponential smoothing, Trend, Cyclical and seasonality components, ARIMA (autoregressive integrated moving average). Application of predictive analytics in retail, direct marketing, health care, financial services, insurance, supply chain, etc.

### **Text Books:**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata McGraw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.

### **References:**

1. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
2. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.



S.no	Course Outcomes (CO's)
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1	Understand appropriate and relevant fundamental and applied evidence based knowledge and undertake lifelong learning to improve personal and professional practice.
2	Demonstrate a capacity to employ a variety of approaches and procedures to research to permit judgements and decisions to be supported by appropriate evidence that places practice within a
3	Maintains tolerance and respect for individuals and groups from diverse backgrounds, holding diverse values, adhering to professional expectations
4	Describes the important methodological and design issues underlying applied human research
5	Analyze, and interpret the data using specific statistical tools



## **Elective-4**

### **BUSINESS OPTIMIZATION AND BIG DATA ANALYSIS**

#### **Course Objective:**

- To provide foundational knowledge associated with the domain of business optimization and analytics
- To familiarise the students with all concepts of optimisation techniques
- To understand the simulation for analytics
- To describe the big data analytics

#### **Unit 1**

Modeling Overview: processes, Big Data, Models. Productivity and efficiency. Classification of models. Sensitivity analysis. The seven- step modelling process. Spreadsheet modeling. Excel's pivot function.

#### **Unit 2**

Linear Programming Linear Programming, Introduction to Linear Programming (LP). Graphical representation. Basic assumptions. The simplex algorithm. Infeasibility and Unboundedness. Production problem example. Production scheduling. Bond portfolio optimization. Extracting additional meaning from LP models: shadow prices, sensitivity analysis

#### **Unit 3**

Visualization, Organization/sources of data , Importance of data quality . Dealing with missing or incomplete data, Data Classification.

#### **Unit 4**

Decision modeling, Optimization Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization, Goal programming; pareto optimality and trade-off curves; the Analytic Hierarchy Process (AHP)

#### **Unit 5**

Process Mining, Concept and content of workflow logs; discovering the underlying process; discovering exceptions. Process Mining (Course Notes). ProM - process mining toolkit



### Text Books:

- Winston, Wayne L. and S. Christian Albright, "Practical Management Science." Pacific Grove, CA: Duxbury, 2001 (3rd edition). (W&A)
- VasantDhar and Roger Stein (1997), Seven methods for transforming corporate data into business intelligence. Upper Saddle River: Prentice Hall.
- Kelton, W. David, et al. (2006). Simulation with Arena, McGraw-Hill Professional (5th edition).
- Weske, Mathias (2007), Business Process management: Concepts Languages and Architectures. Berlin: Springer-Verlag.

S.no	Course Outcomes (CO's)
1	To recognize the fundamental concepts of Optimization and Business applications of Optimization.
2	To understand the operations research techniques for analytics.
3	To understand the role of visualization and data classification.
4	To identify the different dimensions data for big data analytics.
5	To explain the application software of analytics.