

## MBA Syllabus Year-I Semester-II

Course-Code	Course Title			Core/ Elective		
<b>P21MB201</b>	<b>HUMAN RESOURCE MANAGEMENT</b>			<b>Core Course</b>		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	5	-	-	40	60	5

**Course objectives:** The Objectives of this Course are to:

1. Provide the basic Concepts of Human Resource Management.
2. Enable the Students to understand the process of Recruitment and Selection and the Concept of Performance Management system in an Organization.
3. Understand the basics of Industrial Relations and knowledge of Labour laws and acquaint the Students with the Contemporary issues in Human Resource Management.

**Course Outcomes:** After Completion of the Course, Students will be able to:

1. Understand and apply the knowledge of basic Concepts of Human Resource Management in Practical settings of an Organization.
2. Follow innovative practices in Recruitment and Selection.
3. Implement systematic Performance Management System in an Organisation.
4. Implement harmonious Industrial Relations and apply latest amended Labour Acts in an organization.
5. Execute new trends in Human Resource Management practices.

### **Unit-I:**

Definition, Evolution, Objectives, Scope and Functions of HRM. HRM Typology, System, Strategy, and Matrix of HR – Stakeholders and Integrated Models of HRM – Line vs. Staff - The Changing Environment and Role of HRM. Competitive challenges influencing HRM – HRIS: Three levels comparison – Competency Framework for HR Professionals.

### **Unit-II:**

Job Analysis – Systems Exchange Model, Analysis and Mapping of workflow. Job characteristics model, Job, Design – Job Evaluation – Towers Perrin Model of Total Reward – Performance Appraisal – HR Planning, – Gallagher HR Estimator – Cohort Analysis – Recruitment – Yield Ratio Analysis – Process of Selection, Placement and Orientation. Training Methods – Kirkpatrick and Pecuniary Utility Models of Training – MDP.

### **Unit-III:**

Introduction to HRD – HR Accounting – Lev and Schwartz, Flamholtz and Hermanson's Models – Audit, Research, Policies, Validity generalization of HR – Career Planning – Greenhaus Career Development Model– Protean Career – Psychological Contract: Functions and Types – HR Utility Framework – Markov Employee Transition.

### **Unit-IV:**

Dunlop's IR Model – Organogram – QWL – QC – Grievance Management – Labour Turnover and Stability, Indices – Worker's Participation in Management – Bate's Brand Wheel for Employer Brand – Employee, Engagement Index – Employee Value Proposition – Absence Management – Brand Factor.

**Unit-V:**

HR Outsourcing – HR issues in Mergers and Acquisitions – HR Six – Sigma process – HR Index – HR – ROI – Job Diagnostic Model – Emotional Intelligence and Competencies at work – Work Life Integration – Introduction to International HRM, Global HRM and Strategic HRM – HR Scorecard – Paradox Theory as a lens of theorizing for Sustainable HRM – Sustainable HRM Model – Paauwe’s – Paradox Framework for Sustainable HRM.

**Suggested Books:**

1. John P. Kotter, “Leading Change”, Harvard Business School Press, 2015.
2. Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, “Fundamentals of Human Resource Management”, 7<sup>th</sup> Edition, Mc Graw-Hill, 2017.
3. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, “Industrial Relations and Labour Laws”, McGraw-Hill, 2015.
4. V.S.P. Rao, “Human Resource Management”, Cengage Learning, 2019.
5. K. Aswathappa, “Human Resource Management”, 8<sup>th</sup> Edition, Mc Graw-Hill, 2017.
6. Raman Preet, “Future of Human Resource Management: Case Studies with Strategic Approach”, Wiley Publishers, 2019
7. Michael Armstrong, “Human Resource Management”, 2010, Kogan Page.
8. Mathis & Jackson, “Human Resource Management”, 2009, Cengage.
9. David Lepak, Mary Gower, “Human Resource Management”, 2009, Pearson.
10. Paul Banfield, Rebecca Kay, “Human Resource Management”, 2009, Oxford.
11. Decenzo, “Human Resource Management”, 2008, Wiley.
12. Madhurima Lal, S. Qzaidi, “Human Resource Management”, 2009, Excel books.
13. Wayne & Caseia, Ranjeet Nambudri, “Managing Human Resource”, 2010, TMH.
14. Gomez Mejia et.al, “Managing Human Resource”, 2010, PHI.
15. Steve Fleetwood & Anthony Hesketh, Explain the performance of HRM, 2010, Cambridge.
16. V.K. Sharma, “Human Resource Management”, 2010, Viva Books.
17. Sanghi, “Human Resource Management”, 2010, Macmillan.
18. David G. Collings, “Human Resource Management”, 2009, Routledge.
19. W.J. Rothwell, “Planning & Managing HR”, 2010, Jaico.

Course-Code	Course Title			Core/ Elective		
P21MB202	FINANCIAL MANAGEMENT			Core Course		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	5	-	-	40	60	5

**Course Objectives:** The Objectives of the Course are:

1. To develop a broad understanding of the Concept of Finance functions and Time value of money, significance of Capital Budgeting techniques for the feasibility of Projects.
2. To gain knowledge about Theories of Capital Structure, Concept of Cost of Capital, and Dividend decisions.
3. To give insights about the importance of Working Capital Management and the tools to manage it.

**Course Outcomes:** After Completion of the Course, Students will be able to:

1. Understand the Concept of Finance function and judge the Time Value of money in terms Annuity and Present Values.
2. Assess the feasibility of Projects using Capital Budgeting Techniques.
3. Apply the Capital Structure Theories to construct the best Capital mix for better Market Value of the Firm.
4. Implement the Dividend decisions in the interest of the Stakeholders.
5. Assess Working Capital requirements and apply the Tools to manage it.

**Unit-I: The Finance Function:**

Nature and Scope; Evolution of Finance Function – Its New Role in the Contemporary Scenario – Goals of Finance Function – Maximizing vs. Satisfying; Profit vs. Wealth vs. Welfare; The Agency Relationship and Costs; Risk-Return Trade off; Concept of Time Value of Money – Future Value and Present Value and the basic valuation model.

**Unit-II: The Investment Decision:**

Investment Decision Process- Project Generation, Project Evaluation, Project Selection and Project Implementation. Developing Cash Flow; Data for New Projects; Using Evaluation Techniques – Traditional and DCF Methods. The NPV vs. IRR Debate; Approaches for Reconciliation. Capital Budgeting Decision under Conditions of Risk and Uncertainty; Measurement of Risk – Risk Adjusted Discount Rate, Certainty Equivalents and Beta Coefficient, Probability Tree Approach, Sensitivity Analysis.

**Unit-III: The Financing Decision:**

Sources of Finance – A Brief Survey of Financial Instruments; Capital Structure Theories – The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal. Concept and Financial Effects of Leverage; the Capital Structure Decision in Practice: EBIT – EPS Analysis. Indifference point. Cost of Capital: The Concept – Average vs. Marginal Cost of Capital; Measurement of Cost of Capital – Debt vs. Equity, cost of equity, preference shares and cost of debt. Weighted Average Cost of Capital and Marginal Cost of Capital.

**Unit-IV: Dividend Decision and Corporate Restructuring:**

The Dividend Decision: Major Forms of Dividends – Cash and Bonus Shares. The Theoretical Backdrop – Dividends and Valuation; Major Theories Centered on the Works of Gordon, Walter and Linter. A brief Discussion on Dividend Policies of Indian Companies. Corporate Mergers, Acquisitions and Takeovers, Types of Mergers, Economic Rationale of Mergers, Motives for Mergers; Financial Evaluation of Mergers; Approaches for Valuation: DCF Approach and Comparable Company Approach

**Unit-V: Current Asset Management:**

Current Assets Management Concept of Current Assets, Characteristics of Working Capital. Components of Working Capital, gross vs net working capital. Factors Determining Working Capital. Estimating Working Capital Requirements. Working Capital Policy. Management of Current Assets: Cash Management, Receivables Management and Inventory Management. Bank Norms for Working Capital Financing.

**Suggested Books:**

1. M. Pandey, “Financial Management”, 11th Ed. Vikas Publishing House, New Delhi 2015.
2. Khan, M. Y. and Jain P. K “Financial Management: Text, Problems and Cases”, 6th Edition, Tata McGraw Hill Pub. Co. Ltd New Delhi, 2011.
1. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, 15th Ed., Cengage Learning, USA, 2015.
2. Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, 3rd Ed. Pearson Education Limited, UK, 2010.
3. Vishwanath S.R., “Corporate Finance: Theory and Practice”, 2nd Ed. Response books, Sage Publications Ltd, New Delhi, 2007.
4. Prasanna Chandra, “Financial Management Theory and Practice” 9th Edition, McGraw Hill, New Delhi, 2015.
5. S R Vishwanath, “Corporate Finance: Theory and Practice”, Sage publishing India, 2nd Edition, 2007.
6. Clive Wilson, Bruce Keers, Ronwyn Johnston, Andrew Medlen, Brian Walters, “Financial Management”.

Course-Code	Course Title				Core/ Elective	
<b>P21MB203</b>	<b>BUSINESS RESEARCH METHODS</b>				<b>Core Course</b>	
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	1	-	40	60	5

**Course Objectives:** The Objectives of this Course are:

1. To provide understanding of the Concepts of Business Research Process, Ethics in Business Research and relevance of Research Designs used in Business Research.
2. To create an awareness on various Sources of Data, Sampling Methods and Methods of Qualitative and Quantitative Data Analysis and also to introduce Non-Parametric Tests.
3. To provide Students with an understanding of the basic Concepts of the Multivariate Techniques-its usefulness and provide guidance on how to prepare a Research Proposal and write a Quality Research Report.

**Course Outcomes:** After Completion of the Course, Students will be able to:

1. Understand Business Research problems and will critically evaluate research papers considering Ethics in Research.
2. Compare and Contrast various Research Designs.
3. Analyze the similarities and differences between various Sampling Designs and Measurement Scales and make a Decision about how best to employ them in research studies.
4. Apply and interpret the Quantitative and Qualitative data and different types of Non-Parametric Statistical Tests.
5. Classify and select time series techniques to render appropriate solutions to the Business problems for attaining the Organizational Goals and effectively formulate a Research Proposal and communicate Research findings by preparing a Quality Research Report.

#### **UNIT-I Introduction**

1. Nature of Business Research, Criteria in Business Research, Research Designs – Exploratory, Descriptive & Diagnostics Studies. 2. Measures of Central Tendency - Mean, Median – Mode 3. Dispersion-Standard Deviation, Coefficient of Variance.

#### **UNIT-II Introduction to Probability**

1. Probability - Concepts and Definition, Addition and Multiplication Theorems, Baye's Theorem and its Applications. 2. Discrete Probability Distribution: Binomial and Poisson's Distribution and Applications. 3. Continuous Probability Distribution: Normal Probability Distribution - Properties and Applications.

#### **UNIT-III Data Collection 1. Measurement and Scaling Techniques,**

1. Nominal, Ordinal, Interval and Ratio Scales. 2. Sources and Methods of Data Collection : Primary and Secondary, Purpose and Benefits of Sampling, Techniques of Sampling, Questionnaires Design.

**UNIT-IV Data Analysis1.Hypothesis Testing :**

Type-I, Type-II Errors, Statistical Estimation, Point and Interval Estimation, Properties of Good Estimator, Confidential Interval. 2.Large Sample Test: Test for one and Two Means, Test for One and Two Proportions. Small Sample Test : T-Distribution, properties and Applications, Paired T-Test.3.Analysis of Variance - One way and Two way Anova, Chisquare Distribution, Test for Goodness of fit.

**UNIT-V Correlation, Regression, Time Series and Report Writing**

1.Correlation Analysis, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation. 2.Regression Analysis-Concepts, Least Square Fit of a Linear Regression, Two Lines of Regression, Properties of Regression Coefficients. Basics of Multiple Regression.3.Time Series Analysis-Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis.4.Report writing- Report Preparation and Presentation, Referencing Styles and Citation in Business Management Research.

**Suggested Books:**

1. Levin R.I., Rubin S. David, "Statistics for Management", 2000, 7th Ed. Pearson.
2. Gupta S.C, "Fundamentals of Statistics", 2010, 6th Ed. HPH.
3. Keller, G, "Statistics for Management", 2009, 1st Ed, Cengage Learning.
4. Amir D. Aczel and Jayavel Sounder pandian, "Complete Business Statistics", TMH,
5. John C Lee, "Business and Financial Statistics Using MS-Excel", First edition, 2009,Cambridge.
6. J. K Sharma, "Business Statistics", 2010, 2nd Ed. Pearson.
7. Arora PN & others, "Complete Statistical Methods", 2010, 3rd Ed. S. Chand.8. Beri, GC, "Business Statistics", 2010, 3rd Ed. TMH.
8. Black Ken, "Business Statistics for Contemporary Decision Making", 2006, 4th Ed.Wiley.
9. Levine, David M and others, "Statistics for Managers using MS. Excel", 2009, 5th Ed.PHI.
10. Davis, G &Pecar, B, "Business Statistics using Excel", 2010, Oxford.
11. Kanji K. Gopal, 2006, "100 Statistical Tests", Sage Publications.
12. Haoda, R.P., "Statistics for Business & Economics", 2010, 4th Ed. Macmillan.

Course-Code	Course Title			Core/ Elective		
<b>P21MB204</b>	<b>ECONOMIC ENVIRONMENT AND POLICY</b>			<b>Open Elective - III</b>		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

**Course Objectives:**

The basic objective of the course is to develop understanding and provide knowledge about business economic environment and policy to the management students.

**Course Outcomes:**

1. To promote basic understanding on the concepts of Business Environment and international business environment.
2. To provide basic understanding of economic policies of India.
3. To impart basic understanding of economic policies of India.
4. To understand the concepts of liberalization, Privalisation and globalization and analyzing case laws in arriving at conclusions facilitating business decisions.
5. To understand the basics of economic survey and union budget.

**Unit – I: Business Environment and Analysis:**

Nature, Composition and Scope of Business Environment. Business Environment. Analysis of Indian Economy, National Income, Saving and Investment Components, Industry, Agriculture and Tertiary Sectors, Profile of emerging industries, - IT and Biotech etc. Govt. and Business –role of Public Sector in the economy.

**Unit – II: Indian Financial System:**

Evolution and current structure. Elements of Financial System – markets, institutions and environment. R.B.I, Banking and Non-banking Institutions – their functions and role in the Money Market. Components of Capital market – Primary, Secondary, debt and equity market. Problems and prospects of Indian Capital market. Role of SEBI. Foreign Exchange market -FEMA.

**Unit – III: Economic Policies of India :**

Industrial Environment and Policy Role of SSUs, and MMcs, MRTP and competition Law. Public Sector Reforms and Disinvestments Policy. Foreign Investment Policy, Trading environment and EXIM Policy, Recent trends in Regulatory Frame Work in respect of Insurance, Telecom, Power Sector and Banking.

**Unit – IV: Liberalisation, Privalisation and Globalisation (LPG) of Indian Economy:**

Concept of LPG, Adopted Process of LPG in India. Structural reforms, emerging trends and issues of LPG in Indian Economy. Strategic alternatives. Practices of adoption to Globalization– Lessons from Europe, China, South East Asia and Other Countries. Emergence and impact of various economic blocks

**Unit – V: Economic Survey and Union Budget:**

Taxation environment – Direct and Indirect Taxes – MODVAT, CENVAT and Value added Tax  
Current Economic Survey and budget as instruments of indicative planning.

**Suggested Books:**

1. ShaikhSaleem , Business Environment, Pearson Education.
2. Justin Paul, 2016, “Business Environment”, McGraw Hill Companies.
3. Dutta&Sundaram, 2016, Indian Economy, S. Chand& Co., New Delhi.
4. Misra. S.K., &Puri V.K., 2006, Indian Economy, Himalaya Publishing House, Mumbai.
5. Khan. M.Y. 2007, Indian Financial System, 5th Edition, Tata McGraw Hill, New Delhi.
6. Meir Kohn, 2007, Financial Institutions and Markets, 2nd Edition, Oxford University Press, New Delhi.
7. Conklin. D.W., 2006, Cases in Environment of Business – International Perspectives, TheIvey Casebook series, Sage Publications.
8. Suresh Bedi, 2004, Business Environment, Excel Books , 1st Edition, New Delhi.2.



Course-Code	Course Title			Core/ Elective		
P21MB205	BUSINESS PROCESS RE-ENGINEERING			Open Elective - III		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

**Course Objective:-** The objective of this course is to help students understand the concepts of business process re-engineering.

**Course Outcomes:** At the end of the course students will learn:

1. How to analyse business processes from 360°--the tactical, operational and strategic Perspectives. A proven best-practice method
2. To achieve sustainable transformation.
3. To apply a sophisticated toolkit of specific proven, high impact improvement tactics
4. To develop compelling business-value driven business cases for change.
5. To ensure results are integrated into corporate culture and sustainable over time.

**Unit – I:**

Introduction to BPR Reengineering and its relationship with functional areas of business. History of reengineering, suggested reengineering framework. Deterministic machines, complex dynamic system, interacting feedback loops and social constructs perspectives of BPR.

**Unit – II:**

Managing Process Flows Business Process and Flows - Through put rate, work-in-process, Cycle Time, Little’s Law Cycle Time and Capacity Analysis – Cycle Time Analysis, Capacity Analysis. Managing Cycle Time and Capacity – Cycle Time Reduction, Theory of Constraints.

**Unit – III:**

Implementation Process Redesign of business processes – systematic or clean sheet, main and supporting processes, rationale of BPR, key enablers of BPR, technology for BPR, critical success factors, cross functional teams, mentoring, facilitating, models and methodologies of BPR, tools and techniques of BPR.

**Unit – IV:**

Making effective BPR Virtual ingredient – people, top management’s involvement, involvement of consultants, empowerment and autonomy, the IT „black hole“, using process Simulation to minimize the risk Business Process Map & Simulation Model, Parameter Analysis, Simulation & Key performance Indicators.

**Unit – V:**

ERP and BPR ERP in Modeling Business Processes, Work flow Management systems in BPR, steps of BPR, Description of the case company, Business Case, Five-stage Model of AS-IS /

TO-BE Analysis, Managing Implementation. Business process management, process centric organizations, business process maturity model, business process performance measurement.

**Suggested Books:**

1. Laguna “Business Process Modeling, Simulation and Design”, 2016, Pearson.
2. Chan Meng Khoong, “Reengineering in action”, 1st edition, 2009, Cambridge.
3. Charles Poirier “Business Process Management Applied”, 2015, Cengage.
4. Martyn A. Ould “Business Process Management”, 2010, BCS Viva Books.
5. Tony Carter, “The Aftermath of Reengineering”, 2007, Viva Books.
6. Dey “Business Process Reengineering”, 2016, Wiley.
7. K. SridharaBhat, “Business Process Reengineering”, 2007, HPH.
8. Saxena K.B.C., “Business Process Outsourcing”, 2007, Excel.
9. MahadeoJaiswal, “Enterprise Resource Planning”, 2005, Mac Millan.
10. MS.Jayaraman, et.al; “Business Process Reengineering”, 1994, TMH.
11. Varun Grover, M. Lynne Markus, “Business Process Transformation”, 2010, PHI.
12. Daniel minoli, “Business Process Reengineering”, 2010, Routledge.

Course-Code	Course Title			Core/ Elective		
P21MB206	INTERNATIONAL BUSINESS			Open Elective - III		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

**Course Objectives:** This course will provide students with

1. The knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.
2. It will examine the strategies and structures of international business and assess the special roles of an international business's various functions.
3. It will also prepare students to formulate and execute strategies, plans, and tactics to succeed in international business ventures.

**Course Outcomes:** At the end of the course students should be able to:

1. Demonstrate effective application capabilities of conceptual understanding of the international business environment.
2. Exhibit the ability to integrate economics, geo-politics, legal and cultural dimensions necessary for multi-national operations.
3. Have local and global perspective towards international business and international operations of domestic business.
4. Demonstrate effective understanding of overseas markets, international agreements, international trade and investment.
5. Demonstrate analytical skills in identification and resolution of international business management issues.
6. Exhibit effective decision making skills, employing analytical and critical thinking ability.

**Unit - I: Global Imperative:**

An overview–International Business: A global perspective–Emergence of Globalization–Drivers of Globalization–Internationalization Process–Stages in International Business–Approaches to International Business; The World of International Business: Regional and Global Strategy–The Multinational Enterprise–Triad and International Business–International Trade Theories; Environment of International Business-Cultural Environment and Political Environment.

**Unit - II: Global Business & National Regulation:**

Rationale for Government Intervention–Forms of Trade Regulation at National Level-Tariff and Non- Tariff Barriers. Regional Economic Integration: Levels of Economic Integration–Benefits & Costs of Economic Integration-Major Trading Blocks: EU, NAFTA, ASEAN and SAARC. Multilateral Regulation of Trade and Investment-Basic Principles of Multilateral Trade Negotiations–GATT and its early Rounds–World Trade Organization– Structure and functions–TRIPs & TRIMs-WTO & India–UNCTAD.BRICS, RIC

**Unit – III: Global Business and Entry Strategies:**

Global Market Entry Strategies–Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic

Alliance– Types of Strategic Alliances–Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance–Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

**Unit – IV: Global E-Business:**

Conceptual Framework of E-business–Prerequisites for Effective E-business Transactions– E-enabled Business Process Transformation & Challenges–E-business Technology & Environment–EBusiness Applications–E- Business Models–Alternative E-business Strategies– Global E- Marketing – Electronic Processing of International Trade Documents – Policy Framework for Global E-business.

**Unit - V: Managing Global Business:**

Strategy and Global Organization -Global Strategic Planning–Going Global and Implementing Strategies–Intercultural Communications–Intercultural Human Resources Management in Global Context.

**Suggested Books:**

1. Charles W.K Hill, and Arun K. K. Jain, “International Business, - Competing in the Global Market Place”,2010, 6th Ed. Tata McGraw Hill.
2. S. Tamer Cavusgil, Gary Knight, John R. Rosenberger, 2010, Pearson Ed.
3. Michael R. Czinkota, LLk. A. Ronkainen and Michael H. Moffett, “International Business”, 2009, 7thEd, Cengage Learning, New Delhi.
4. Alain Verbeke, “International Business Strategies” 1st edition, 2009, Cambridge
5. Rakesh Mohanh Joshi, “International Business”, 2009, Oxford University Press.
6. David H. Holt and Karen W. Wigginton, “International Management”, 2007, Thomson.
7. Jeanett and Hennessey, “Global Marketing Strategies”, 2005, Jaico, New Delhi.
8. Subba Rao, 2007, “International Business”, 2010, Himalaya Publications, New Delhi.
9. Bholanath Dutta, “International Business Management”, 2010, Text & Cases, Excel, New Delhi.
10. John D. Daniels & Lee H. Radebaugh, “International Business”, 2006, Pearson Education.
11. Hodgetts, Luthans and Doh, “International Management Culture, Strategy and Behaviour”, 2006, Tata McGraw-Hills, New Delhi.
12. Anant. K. Sundaram and J. Stewart Black, “The International Business Environment”, 2009, Test and Cases, PHI Learning, New Delhi.

Course-Code	Course Title			Core/ Elective		
P21MB207	FINANCIAL MARKETS AND SERVICES			Open Elective - III		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

**Course Objectives:** The Objectives of the Course are:

1. To make the Students understand the structure and functions of the Financial Markets, Financial Instruments, Merchant banking and Financial Market Intermediaries.
2. To equip the Students with various patterns of Trading and Settlement and Financial Services.
3. To provide insights into Insurance Services and Claims Management.

**Course Outcomes:** After Completion of the Course, Students will be able to:

1. Have a comprehensive overview on Financial Markets and Instruments.
2. Understand the Trading and Settlement activities.
3. Acquire Knowledge on various Financial Services and the Regulatory Framework.
4. Understand the Leasing, and hire purchasing.
5. Enhance knowledge on various types of Insurance Services.

#### **Unit-I: Financial Markets**

Indian Securities Market – An Overview , Introduction, Market segments, Primary market, Secondary market, products and participants, Derivatives market, reforms, research, corporate and government securities market; , Money Market, Debt Market , Derivative Market, Government Securities Market Financial Services: - Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non fund based activities. Financial Engineering – Need for financial innovation; Model for new product development; new financial products and services. Current scenario and challenges to the financial services sector in India.

#### **Unit-II: Merchant Banking:**

Concept and evolution of merchant banking (MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs – underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs" activities and SEBI guidelines related to issue management.

#### **Unit-III: Leasing and Hire Purchasing:**

(a) Leasing concept and classification. Financial rationale. Evolution of leasing industry in India. Product profile. Legal, tax and accounting aspects of leasing in India. Funding and regulatory aspects of leasing in India. Financial evaluation of leasing – break-even lease rental. Gross yield based pricing. IRR based pricing. Negotiating lease rental. Assessment of lease related risks. Lease vs. buy decisions. (b) Hire-purchase concept and characteristics. Legal and tax framework. Mathematics of hire purchase. Financial evaluation of hire purchase deals.

**Unit – IV: Insurance:**

Definition and basic characteristics of insurance. Requirements of an insurable risk. Types of insurance. Benefits and Costs of insurance to society. Fundamental legal principles of insurance. Functions of insurer. IRDA and recent trends in insurance sector in India.

**Unit – V: Other financial services:**

(a) Factoring and bill discounting concept, process and forms. Functions of a factor. Legal aspects of factoring and bill discounting. Financial evaluation of factorial services – cost of factoring – decision analysis for factor services. Factoring scenario in India. (b) Credit rating concept and utility. Credit rating agencies in India and their performance. Financial dimensions of crediting rating methodology. Types of ratings and symbols.

**Suggested Books:**

1. Kumar Vinod, Gupta Atul, Kaur Manmeet, “Financial Markets Institutions & Financial Services”, Taxmann’s, 2017 Edition, July, 2017.
2. Blokdyk Gerardus, “Claims Management A Complete Guide”, The Art of Science, 2019 Edition
3. Meir Kohn, 2015, Financial Institutes and Markets, 2nd edition , Oxford University Press, South Asia, Edition .
4. Khan.M.Y., 2006, Financial Services, 3rd edition, TMH, New Delhi-8
5. Rejda.G.e., 2002, Principles of Risk Management and Insurance, 7th edition, Pearson Education
6. Mishkin.F.S., and Eakins.S.G., 2006, Financial Markets and Institutions, 5th edition, Pearson Education.
7. Choudhry, Moorad, (2002), Capital Market Instruments, Prentice Hall.
8. ED Madhusoodanan, (2008), Indian Capital Markets, Quest Publications.
9. Gurusamy, (2009), Capital Markets, 2nd edition, Tata McGraw Hill

Course-Code	Course Title			Core/ Elective		
P21MB208	TOTAL QUALITY MANAGEMENT			Open Elective - IV		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

**Course Objectives:** The objective of this course is to help students understand the concepts of total quality management

**Course Outcomes:** After Completion of the Course, Students will be able to:

1. Have an overview on Quality Dimensions and Quality System Awards and Guidelines.
2. Have an insight of Quality measurement tools.
3. Acquire Knowledge on various Techniques of Total Quality Management.
4. Understand the six sigma and problem solving approach.
5. Enhance knowledge on Implementation of TQM in service sectors.

#### Unit-I: TQM

History and Evolution: Connotations of Quality, Quality Dimensions – Product and Service. The concept of TQM, Evolution of TQM – Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines – ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM).

#### Unit – II: Tools of TQM: Measurement Tools:

Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness. Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. Control Tools: Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

#### Unit – III: Techniques of TQM: Quantitative techniques:

Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). Qualitative techniques: Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio: Nominal- the- best, Target-the-best, Smaller the-best, Larger-the-best. Parameter design, Tolerance design.

#### Unit – IV: Six Sigma:

The concept of Six Sigma, Objectives of Six Sigma, The Framework of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma.

**Unit –V: TQM in the Service Sectors:**

Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services –Banks, Investment Company and Mutual Funds.

**Suggested Books:**

1. John L. W. Beckford, “Quality: A Critical Introduction”, 3rd Ed. Routledge – Taylor and Frances Group, NewYork and London.
2. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield- scare, “TotalQuality Management”, 2006, 3rd Ed. PHI.
3. Ron Basu, “Implementing Quality: A Practical Guide to Tools and Techniques”, 2016, THOMPSON.
4. R. P. Mohanty& R. R. Lakhe, “TQM in the Service Sector”, Jaico Books.2016
5. KanishkaBedi, “Quality Management”, Oxford University Press.
6. “The Six Sigma Instructor Guide”, Green belt Training made easy, 2008, 2nd Ed. Macmillan
7. Kanji K. Gopal& Asher Mike, “100 methods for TQM”, Response.



Course-Code	Course Title				Core/ Elective	
<b>P21MB209</b>	<b>STRATEGIC MANAGEMENT ACCOUNTING</b>				<b>Open Elective - IV</b>	
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

**Course Objectives:**

The objective of this course is to help students understand the concepts of strategic management accounting.

**Course Outcomes:** After Completion of the Course, Students will be able to understand

1. Fundamentals of Management accounting and Cost accounting and Marginal costing
2. Budget and Budgetary controls.
3. Responsibility Accounting
4. Activity Based Costing and Profitability Analysis
5. Strategic decisions for Product life cycle and Competitor analysis

**Unit-I Introduction to Management Control:**

Strategic Management accounting – Meaning – Scope – Strategic importance – Nature and characteristics of Management Control system. Cost behavior and decision making Fixed and variable costs – Break-even analysis: application of BEP for various business problems, Application of Marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor

**Unit-II Strategic Planning and Control & Accounting for Control:**

Strategic Planning, Management Control and Operational Control – Meaning and Concept and purpose. Standard costing – Concept and purpose of standards – Types of standards – Standard setting – Variance analysis – Interpretation-Budgetary control – Meaning & purpose – Component of effective budgeting program – Performance budgeting – Zero based budgeting – Concept – Importance and relevance.

**Unit-III Responsibility Accounting:**

Responsibility Centers – Need for divisionalization – Types of responsibility centers – Performance reports – Responsibility accounting – Behavioral aspects – Segmented Performance evaluation – Transfer Pricing.

**Unit-IV Activity based Costing and Customer account profitability analysis:**

Activity based costing systems – Meaning – Tracing costs from activities to products and services – Activity based Management – Activity Cost drivers – Activity based Costing vs traditional costing. Customer account profitability analysis – Meaning and need for CAP analysis – Managing Customer Profitability Managing Relationships – Customer Costs in Service Companies.

**Unit-V Strategic decisions for Product life cycle, Activity based costing and Competitor analysis:** Product life cycle costing – PLC assessment – Cost assessment – Pricing and

evaluation criteria for products at different stages of PLC. Competitor accounting – Concept and Importance – Sources of Competitor information – Competitive pricing and bidding. Target Costing and Cost analysis for pricing decisions.

**Suggested Books:**

1. Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications 2012.
2. S.P. Jain and K.L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.
3. M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.
4. James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 2007.
5. Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
6. Manas Gupta, Cost Accounting Principles and Practice, Pearson Education, 2006.

Course-Code	Course Title			Core/ Elective		
<b>P21MB211</b>	<b>RETAIL MANAGEMENT</b>			<b>Open Elective - IV</b>		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

**Course Objectives:**

The objective of this course is to help students understand the concepts of retail management.

**Course Outcomes:** After Completion of the Course, Students will be able to understand

1. Retailing and retailing operations
2. Retail marketing and merchandise management
3. CRM in retailing
4. Understand the concept of Merchandise Management in detail
5. Interpret the CRM Process in Retailing Legal & conformation for Store.

**UNIT I:**

Retailing: Role, Relevance and Trends – Introduction to Retailing what is retailing and economy , Types of Retailing , Characteristics of Retailing, Functions and activities of Retailing .

**UNIT II:**

Retail in India – Emergence of organized retailing traditional retail formals – cooperatives and Government Modern retail formals in India. Retailing rural India, Geographical spread of Indian Market – Retail in food, Health , Clothing and Home Furniture International Retailing- Alternative conceptions of international retailing, definitions, interpretations and classification- Trends in the internationalization of retailing and evolution of international retailing - Motives for international retailing

**UNIT III:**

Retail Marketing: Segmentation - Retail market segmentation & franchising- Relationship marketing in Retailing.-Retailing in banking and other financial services, mutual funds and Insurance-Social Marketing in Retail management. Retail Pricing - Strategies- Retail Promotion strategies -Advertising & sales promotion

**UNIT IV:**

Merchandise Management: Sources of merchandise, Logistic Management, Category Management, Store Layout Design and Visual Merchandising, Retailing Strategy and Customer Services.

**UNIT V:**

CRM Process in Retailing Legal & compliances for Store : Customer Data, Analyzing . Retailing, Developing CRM Program – Implementing CRM Program. Legal and compliances

License Contract and recovery Legal process Law- Shops establishment – IPR patent copy right trade marks - Customer Rights in Consumer protection acts

**Suggested Books:**

1. Bajaj Tuli Srinivastava, Retail Management 3rd edition, oxford Publication, 2016.
2. Retailing Management -Levy & Weitz- The McGraw Hill Companies 2015
3. Bary Berman & Evans, Retail Management a Strategic Approach, Pearson
4. Education. 2015
5. Legal Aspects of Business –Akhileshwar Pathak- The McGraw Hill Companies
6. Nicolas Alexander International Retailing-Blackwell Business Publishers

Course-Code	Course Title				Core/ Elective	
<b>P21MB212</b>	<b>BUSINESS COMMUNICATION</b>				<b>Open Elective - IV</b>	
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

**Course Objectives:**

The objective of this course is to help students understand the various approaches / aspects of business communication.

**Course Outcomes:** After Completion of the Course, Students will be able to understand

1. The importance of Communication in Business
2. To develop writing skills and presentation
3. writing business proposals and letters
4. Application of business communication in the self-development process.
5. Infuse the relational management with various stakeholders.

**Unit – I:**

The role of and process of communication. Barriers to communication surmount barriers to communication, Types of communication; Listening process–Elements of good listening–improving listening competence. Importance of feedback – Principles of feedback.

**Unit – II:**

Characteristics of non-verbal communication–Types and functions of non-verbal communication–Interpreting non-verbal communication; Negotiations–Approaches to negotiations–Preparing for and conducting negotiations

**Unit – III:**

Making Presentations–Choosing a method of speaking–Analyzing the audience–Nonverbal dimensions of presentations–Speeches for commemorative occasions–Effective presentation strategies. Persuasive speaking.

**Unit – IV:**

Report writing–Types of reports–Structure of reports–Individual and committee reports–Essentials of good report writing .Business letters–Drafting letters relating to enquiries and replies; orders and replies; complaints and claims. Effective business correspondence .drafting a resume

**Unit – V:**

Media relations–Building better relations with media. Investor relations–Framework for managing investor relations. Managing government relations–ways and means of managing governing power. Crisis communication–Do`s and dont`s in the wake of a crisis.

**Suggested Books:**

1. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning.
2. Kathleen Fearn-Banks, "Crisis Communications, A Casebook Approach", Routledge.
3. Mary Munter, "Guide to Managerial Communication" 6th Ed Pearson Education.
4. Lesikar, R.V. and M.E. Flatley, "Basic Business Communication", 2008 11th Ed. New York, McGraw
5. Disanza, "Business and Professional communication", Pearson Education.
6. CSG Krishnamacharyalu and L.Ramakrishnan, "Business Communications", 2009, Himalaya Publishing House.
7. Paul A Argenti, "Strategic Corporate Communications", Tata McGraw Hill.
8. Krizan, Merrier, Logan and Williams, "Effective Business Communication", 2008 Cengage Learning.
9. Paul R. Timm, "Straight Talk: Written communication for career success", Routledge Publication.
10. David Irwin, "Effective Business Communications", 2009, Viva Books.
11. Kelly Quintanilla and Shawn T Wahl, "Business and Professional communication", Sage Publications.
12. U S Rai & S M Rai, "Business Communication", Himalaya Publishing House.

Course-Code	Course Title			Core/ Elective		
<b>P21MB2L1</b>	<b>MANAGERIAL SOFT SKILLS LAB</b>			<b>Practical</b>		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	-	2	2	50	-	1

**Course objectives:** The Objectives of the Course are:

1. To improve the skills in Listening Comprehensions and learn the process of drafting various Business Correspondence.
2. To develop the Professional way of Presentation in different Business Situations.
3. To enable the Students to understand the importance of Social and Professional Etiquettes.

**Course Outcomes:** After Completion of the Course, Student will be able to:

1. Display Competence in various Business Communication patterns.
2. Construct effective written messages in various Formats to Audience.
3. Demonstrate the Ability to effectively deliver Formal presentations before a variety of Audiences.
4. Communicate competently in Groups and Organizations and demonstrate Appropriate and Professional Ethical behaviour.
5. Build Strong Relationships and promote positive Atmosphere at Workplace.

#### **UNIT – I Getting Started with Soft Skills:**

An Introduction – Definition and Significance of Soft Skills; Process, Importance and Measurement of Soft Skill Development. 2. Self-Discovery: Discovering the Self; Setting Goals; Beliefs, Values, Attitude, Virtue. 3. Positivity and Motivation: Developing Positive Thinking and Attitude; Driving out Negativity; Meaning and Theories of Motivation; Enhancing Motivation Levels.

#### **UNIT -2 Interpersonal Communication:**

Interpersonal relations; communication models, process and barriers; team communication; developing interpersonal relationships through effective communication; listening skills; essential formal writing skills; corporate communication styles – assertion, persuasion, negotiation. 2. Public Speaking: Skills, Methods, Strategies and Essential tips for effective public speaking. 3. Group Discussion: Importance, Planning, Elements, Skills assessed; effectively disagreeing, Initiating, Summarizing and Attaining the Objective. 4. Non-Verbal Communication: Importance and Elements; Body Language. 5. Teamwork and Leadership Skills: Concept of Teams; Building effective teams; Concept of Leadership and honing Leadership skills.

#### **UNIT -3 Interview Skills:**

Interviewer and Interviewee – in-depth perspectives. Before, During and After the Interview. Tips for Success. 2. Presentation Skills: Types, Content, Audience Analysis, Essential Tips – Before, During and After, Overcoming Nervousness. 3. Etiquette and

Manners – Social and Business. 4. Time Management – Concept, Essentials, Tips. 5. Personality Development – Meaning, Nature, Features, Stages, Models; Learning Skills; Adaptability Skills.

**UNIT – 4 Decision-Making and Problem-Solving Skills:**

Meaning, Types and Models, Group and Ethical Decision-Making, Problems and Dilemmas in application of these skills. 2. Conflict Management: Conflict - Definition, Nature, Types and Causes; Methods of Conflict Resolution. 3. Stress Management: Stress - Definition, Nature, Types, Symptoms and Causes; Stress Analysis Models and 8 Impact of Stress; Measurement and Management of Stress

**UNIT -5 Leadership and Assertiveness Skills:**

A Good Leader; Leaders and Managers; Leadership Theories; Types of Leaders; Leadership Behaviour; Assertiveness Skills. 5. Emotional Intelligence: Meaning, History, Features, Components, Intrapersonal and Management Excellence; Strategies to enhance Emotional Intelligence. Note: Each topic in all the above units will be supplemented by practice exercises and classroom activities and projects.

**Text Books:**

1. Rani. D. Sudha, “A Manual for English Language Laboratories”, Pearson Education, 2014.
2. Suresh Kumar, “A Handbook for English Language Laboratories”, Foundation Books, 2009.
3. Sanjay Kumar and Pushp Lata, “Communication Skills”, Oxford University Press, 2nd edition, 2015.
4. Lesikar R V et al., “Business Communication: Connecting in a Digital World”, McGraw Hill Education, 2015.

**Suggested Readings:**

1. Kumkum Bhardwaj, “Fundamentals of Business Communication”, Wiley (Dreamtech Press), 1st Edition, 2019.
2. Julian Dakin, “The Language Laboratory and Language learning”, Addison-Wesley-Longman Ltd, UK, 1973.
3. Simon Morton, “The Presentation Lab: Learn the Formula behind Powerful Presentations”, Wiley; 1 st edition, 2014.
4. Steve Duck, David T. McMahan, “The Basics of Communication- A Relational Perspective”, Sage Publishers, 2nd Edition, 2012.
5. Penrose, Rasberry and Myers, “Business Communication for Managers”, Cengage Learning, 2007.
6. U S Rai and S M Rai, “Business Communication”, Himalaya Publications, 2014.