

**BBA/MBA
5 YEARS INTEGRATED COURSE**

**REVISED ACADEMIC REGULATIONS
COURSE STRUCTURE AND SYLLABUS
WITH EFFECT FROM
2021-22**



University with potential for Excellence
(Accredited by NAAC A+ Grade)
Category Graded Autonomy by UGC

**FACULTY OF MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT
OSMANIA UNIVERSITY
HYDERABAD - 500007**



FACULTY OF MANAGEMENT

OSMANIA UNIVERSITY

BBA/MBA

5 years Integrated Course

ACADEMIC REGULATIONS - 2021-22

1. INTRODUCTION

Integrated Programs aim at providing the students with enhanced and in-depth knowledge in the chosen area of study with a facility to obtain Bachelors and Masters Degrees. The Integrated MBA program is one such kind of program that provides the students with an opportunity to pursue their BBA and MBA Degrees with a duration of 5 yrs. The title of the course shall be **5Years Integrated MBA Course**.

2. PROGRAM OBJECTIVES

- i) To educate and groom the students with the knowledge and skills required to handle various levels of managerial positions in manufacturing/ service sector organisations with relevant concepts and applications of Management
- ii) To nurture and groom the students with necessary Leadership, communication and organising abilities that encourage them to come up with their own enterprises/startups
- iii) To equip the students take-up growing challenges, develop solutions that are environmentally sustainable, socially relevant, ethically sound and widely acceptable for various businesses and industry
- iv) To equip the students with necessary employability skills and make them more industry ready so as to undertake various positions in various sectors of business and industry
- v) To serve the manufacturing/service and allied sectors of the country with trained professionals capable of holding various positions at different managerial levels.

3. ADMISSIONS

3.1 Eligibility Criteria for Admission

The following are the eligibility criteria for admission into the Integrated MBA Program.

- i) Shall have qualified in the Two Year Intermediate Examination conducted by the Board of Intermediate Education, Government of Telangana (XII Std), or Higher Secondary Certificate Examination of Government of Telangana, Pre-University Examination of Osmania University or any other examination recognised equivalent thereto and obtained at least 45% Marks (40% marks for reserved category students)
(or)
- ii) A candidate qualified with the required percentage of marks in any Diploma course through Polytechnic of Telangana.
(or)
- iii) A candidate who completed (10+2) from National Open School or a diploma in any course from any polytechnic or (10+2) with the required percentage of marks in the qualifying examinations. The students who qualified in the examinations conducted by the Boards in other than Telangana State should

obtain equivalent certificate from Board of Intermediate, Govt. of Telangana, Hyderabad, to the effect that they are eligible for admission into the 5year Integrated MBA Course.

- iv) Admission taken by the student at the first year shall be admission to **5 Year Integrated MBA Course** and he/she will not be required to take re-admission at any stage of the course.

3.2 Intake per Division

The maximum number of students in each Divisions of the course is limited to 60 with the maximum number of seats allotted to various streams as per the details given below:

Science stream	Commerce stream	Arts stream
20 Seats	20 Seats	20 Seats

Admission of the students into the course will be based on separate merit list for the students who passed in the above streams at 12th Std/ Intermediate. In case of non availability of students in a particular stream, the seats may be allotted to students from other streams on equal basis. The same rule is applicable to all the above three streams.

3.3 Seat Allotment

In the total intake of the course, 70% shall be allotted to through Convenor Quota and 30% seats shall be filled through Management Quota with uniform fee structure for all the students as per the regulations of Telangana Admission and Fee Regulation Committee. The rules of reservation in force from time to time as per the Government of Telangana shall be followed in allotment of seats for the course.

3.4 Cancellation of Admission

The admission of a candidate admitted to BBA/MBA course stands cancelled if:

- i) He/she fails to put in at least 40% of attendance in I Semester
(or)
- ii) He/She puts in at least 65%of attendance in semester I, but fails to register for I Semester Examinations
(or)
- iii) He/She fails to fulfill all the requirements for the award of the degree as specified, within10academicyears from the time of admission into the 5 year Integrated MBA Program.

4. PROGRAM STRUCTURE

4.1 Course Pattern with Credits

The 5 Years Integrated MBA programme is offered through **Choice Based Credit System(CBCS)** as per the guidelines of UGC and AICTE to provide in depth knowledge to the students in the discipline of Management. The Program shall have a total of 250 credits with 150 credits for UG level and 100 credits for MBA Program.

4.2 Medium of Instruction

The medium of instruction for the course shall be English except for the Modern Indian Language Courses.

4.3 Duration

The duration of the Integrated MBA Program is 5 years with 10 semesters with an opportunity to exit at the end of 3 years of study i.e., after completion of 6 semesters as per Part III Section 4 of the UGC Gazette Notification, Dt:11th July, 2014 and as per the AICTE Letter on Dual Degrees, dated 19th May, 2016 and as per the GO RT No: 20 dated 22nd March, 2019 issued by the Government of Telangana.

4.4 Exit Option

The Program offers an opportunity to exit from the Integrated Program after 3 years of duration as per Part III Section 4 of the UGC Gazette Notification, Dt:11th July, 2014 and as per the AICTE Letter on Dual Degrees, dated 19th May, 201. The GO RT No: 20 dated 22nd March, 2019 issued by the Government of Telangana State also specifies the Exit Option at the end of 3 years of study.

Rules and Regulations for Applying for Exit Option

1. The student shall have to put in 75% attendance (65% in case of Medical Condonation) in all the 5 semesters of the course.
2. He/she shall have completed all the language courses, Ability Enhancement Compulsory Courses, Skill Enhancement Courses required for the program.
3. Shall have completed/ passed in at least 80% of all the courses in all the 5 semesters put together.
4. On satisfying the above conditions, the student has to register for exercising the exit option at the commencement of the 6th Semester.
5. The application of the student shall be verified for compliance of the above conditions and forwarded to the university for approval.

4.5 Degrees Awarded

The students shall be obtaining BBA Degree/Integrated MBA Degree if they exercise exit option as per the rules mentioned above and on successful completion of 3 years of study and 5 years of study respectively.

4.6 Course Components

The Program shall have the following course components

- * Language Courses
- * Discipline Specific Core courses
- * Elective Courses
- * Ability Enhancement Courses
- * Skill Enhancement Courses
- * Practicals
- * Seminar/ Case Presentations
- * Project Synopsis
- * Project Work & Comprehensive Viva

The detailed description of the courses is as under;

Language Courses

The Program shall have a total of 12 courses in Languages 6 each in English and Second Language. The students can choose any of the Second Language of his/her choice from the set of Languages indicated by the University and has to continue with the same till the completion of the course. The language courses are offered in the 1st and 2nd years of the program with one course each in every semester. The language courses carry 4 credits each.

The syllabus for the Language Courses shall be adopted from the syllabus of the Under Graduate Courses offered by Osmania University.

Discipline Specific Core (DSC)

Discipline Specific Core courses are chosen from the Foundations of Management and the functional areas of Management. These courses are offered in all the semesters of the Program with suitable number of courses as per the requirement of the concerned semester.

Elective Courses

The Electives Courses offer a provision to the students to choose a course of his/her choice from a basket of courses suggested. The Elective courses are further offered in three types;

Discipline Specific Electives (DSE)

These are the courses offered from the Functional areas of Management like Financial Management, Marketing Management, Human Resource Management, etc. that aim to provide in depth knowledge to the students in the chosen area of management.

The students may chose the required number of electives from the Discipline Specific Electives as per the number of courses offered in the concerned semester. However, once the student opts for a choice of the functional area, he has to continue with the same area till the completion of the program.

If a student chooses Finance as elective, he has to continue with the Electives in the same area till the completion of the course so on so forth with other electives.

Generic Electives (GE)

These are the courses offered from the allied areas/ supporting areas of Management like Entrepreneurship, Innovation, Sustainability, which provide knowledge to the students in the allied areas. The students can chose the required number of Generic Electives from the choice provided in the concerned semester.

Open Electives (OE)

The Open Elective is a course that the student has to pursue from a set of courses which are not directly falling in main stream but are associated with the broad area of management. There shall be two open electives offered in the 7th and 8th semesters.

Rules for offering Electives

The number of students required for offering an Elective shall be 20% students on rolls of the college in the IV semester/VI semester OR 10 students whichever is minimum..

Ability Enhancement Compulsory Courses (AECC)

As per the guidelines of UGC- CBCS for Under Graduate Courses, the students of Undergraduate courses have to compulsorily pursue two Ability Enhancement Courses. The AEC courses carry 2 credits each and are offered in the first and second semesters of the program.

Skill Enhancement Courses (SEC)

As per the guidelines of UGC- CBCS for Under Graduate Courses, the students of Undergraduate courses have to compulsorily pursue Skill Enhancement Courses. The SEC courses carry 2 credits each and are offered from the 3rd Semester onwards. These courses may be offered as theory with necessary laboratory/ practical sessions as per the course contents and syllabus. Students have to pursue 4 skill enhancement courses during the program having 2 credits each totaling 8 credits.

Practicals

Based on the course content some of subjects may have Laboratory/ Practical Sessions.

Case Presentations

Case Presentations provide the students an opportunity to improve analytical and presentation skills. The students have to present the case studies in the respective subjects and there shall be 2 credits for the presentations. These are incorporated in the 8th semester of the program.

Project Synopsis

The students have to present the Project work synopsis consisting the objectives, methodology and proposed outcomes of the work undertaken through presentation in the 9th Semester to the faculty guides. The Project synopsis has to be submitted for valuation after incorporating the suggestions from the guides. Presentations carry 2 credits.

Project Work

The student has to take up Project work twice in the entire course, in any chosen area of Management under the guidance of a faculty member. There shall be 4 credits for the Project work.

Project-I:

The students shall undertake a project in the 6th semester of the Program under the guidance of a faculty member.

Project-II:

The students shall undertake a project in the 10th semester of the Program under the guidance of a faculty member.

Project Reports

The outcomes of the Project has to be presented in the form of report as per the

prescribed guidelines from time to time. The Project Report shall be a piece of independent work with non-plagiarised content.

The Project Reports shall be submitted to the Controller of Examinations for evaluation and declaration of results.

Comprehensive Viva Voce

A comprehensive viva-voce examination will be held at the end of 6th and 10th Semesters that aims at testing comprehensive knowledge and understanding of the students in the entire courses pursued till the completion of the course.

There shall be two such examinations; one at the end of 6th semester viz., at the completion of graduation and another at the end of 10th semester, i.e., at the end of 5 years of study. The Viva Voce carries 2 credits and shall be held by the panel of examiners constituted by the University.

5. SCHEDULE OF INSTRUCTION

The Duration of each semester in the program shall be 14-16 weeks including holidays and examinations. A detailed Almanac shall be provided by the University from time to time indicating the schedule of instruction, suggested dates for examinations, preparatory holidays etc.,

5.1 Instruction Hours per Week

The weekly instruction schedule indicating the number of Hours per Week (HPW) for theory, tutorials, practical/ laboratory/ field work for various types of courses indicated in section 4, with credits allocated for each of the course is indicated here under.

S. No	Course Category	Hours per Week*			Credits
		L	T	P	
1	Language Courses	3/2	1	0	4/3
2	Core Course	4/3	1	0	5/4
3	Elective Courses	4/5	1	0	4/5
4	Ability Enhancement Courses	2	0	0	2
5	Skill Enhancement Courses	2	0	2	2
6	Practicals	0	0	2	2
7	Project	0	0	4	4

* *L- Lectures, T- Tutorials, P-Practicals*

6. RULES OF ATTENDANCE

Students must attend 75% of the total classes scheduled for all the courses put together in a semester to be eligible to be promoted for the consecutive semester. Relaxation of 10% of attendance might be given to a student on medical grounds on the basis of a

valid medical certificate and payment of condonation fee prescribed by the university.

7. RULES OF PROMOTION

A student admitted into the course in the first year (first semester) of study will be promoted to the consequent semesters/years subject to the following rules:

I Semester to II Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the I semester (65% in the case of medical exemption) and should be registered for the University examination for the I semester.

II Semester to III Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together for the II Semester (65% in the case of medical exemption) and should have registered and passed at least 50% of Theory courses of I & II Semesters put together. (Lab courses shall not considered for this purpose)

III Semester to IV Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together for the III Semester (65% in the case of medical exemption) and having registered for the III semester examination of the University.

IV Semester to V Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together in the IV Semester (65% in the cases of medical exemption) and should register and have passed at least 50% of Theory courses of I, II, III & IV Semesters put together. (Lab courses shall not be considered for the purpose)

V Semester to VI Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together in the V Semester (65% in the cases of medical exemption) and having registered for the V Semester University Examination.

VI Semester to VII Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together for VI Semester (65% in the cases of medical exemption) and should registered and passed at least 50% of Theory courses of I, II, III, IV, V & VI Semesters put together. (Viva Voce and Lab courses shall not be considered for the purpose).

VII Semester to VIII Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together in VII (65% in the cases of medical exemption) and having registered for the University Examination.

VIII Semester to IX Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together for VIII semester (65% in the cases of medical exemption) and should have registered and have passed at least 50% of Theory courses of I, II, III, IV, V, VI, VII and VIII Semesters put together. (Lab courses shall not be considered for

the purpose)

IX Semester to X Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of IX Semester (65% in the cases of medical exemption) and having registered for the University Examination.

Note: In case of any ambiguity, the general rules of promotion in vogue from time to time in the university may be followed.

8. EXAMINATIONS

There shall be two types of examinations for all the theory courses viz., Internal Examination (IE) and University Examination (UE). All the courses carry a maximum marks of 100 for each of the course Internal Examinations carry a maximum of 20 Marks and University Examinations carry a maximum of 80 Marks.

8.1 Internal Examinations (IE)

The University / constituent colleges / affiliated colleges have to conduct the Internal Examinations (IE) in their concerned departments as per the dates suggested in the Almanac pertaining to that semester/year. The list of marks awarded in the Internal Examinations shall have to be uploaded in the examination portal as per the schedule declared by the university from time to time.

8.2 University Examinations (UE)

Regular University Examinations shall be conducted at the end of every semester. The students have to register for the University Examinations as per the schedule given from time to time at the end of every semester.

Backlog Examinations shall be conducted at the end of every even semester viz., II, IV, VI, VIII and X Semesters. Students have to register for the backlog examinations if any, as per the time lines prescribed by the university.

9. EVALUATION

All the Language courses, Core Courses, Electives carry a maximum of 100 Marks each. Ability Enhancement Courses and Skill Enhancement Courses, Case Presentations and Project Synopsis carry 50 Marks each.

9.1 Evaluation of Theory Courses

There will be two types of Evaluation for the courses offered in the Program; Internal Evaluation (IE) and University Evaluation (UE).

9.1.1 Internal Evaluation

Internal Examinations for Languages, core courses and discipline specific electives, Generic/Open Electives carry a maximum of 20 marks. The Dept/ Colleges have to conduct the Internal Examinations as per the schedule provided in the Almanac of the course issued from time to time. Internal Examinations shall have a time duration of 1 hr.

9.1.2 University Evaluation

University Examinations for Languages, core courses and discipline specific electives carry a maximum of 80 marks. The Dept/ Colleges have to conduct the University Examinations as per the time table issued by the Controller of Examinations issued from time to time.

9.2 Evaluation of Practical/ Laboratory

Practical or Laboratory courses shall be evaluated for a maximum of 20 Marks for the university evaluation. The students have to take up the prescribed practicals or lab sessions as per the course content.

9.3 Ability Enhancement Compulsory Courses & Skill Enhancement Courses

These courses shall be evaluated for a maximum of 50 Marks, where 10 marks are allotted for internal examinations and 40 marks for University Examinations.

9.4 Evaluation of Case Study Presentations

Case Study Presentation will be evaluated for a Maximum of 50 Marks. There shall be two presentations by the students on the prescribed topics suggested by the department for 10 Marks. The students have to appear for a final presentation before the panel of examiners constituted by the University for a maximum of 40 Marks.

9.5 Evaluation of Projects

Project Reports will also be evaluated for a maximum of 100 Marks at the end of the concerned semester by the University Examiners. There shall be a comprehensive Viva Voce Examination at the end of 6th and 10th semesters of the programs for a maximum of 100 marks. The results of performance in the Project and Comprehensive Viva Voce shall be Grades.

The departments/ colleges offering this program have to ensure that the progress of the students is monitored at different phases of the Project work.

10. Standards for Pass/ Promotion

Students have to secure a minimum of 40% marks in the Internal Evaluation and University evaluation to be declared as pass. A student shall not be promoted to further semesters unless he/she clears at least 50% of the subjects offered in all semesters together till the current semester into which he/she has to be promoted.

11. Award of Grades

As per the guidelines of UGC Grading systems is adopted for the award of grades for the subjects, Semester wise Grades and Cumulative Grade Point Average as detailed below.

11.1 Subject-wise Grading

Grades shall be awarded to indicate the performance of students in each of subjects studied. Based on the percentage of marks obtained in both Continuous Internal Evaluation and End Semester Evaluation, a corresponding letter grade shall be given at the end of the BBA/MBA program.

As a measure of the performance of a student, a 10-point grading system using the following letter grades (as per UGC/AICTE guidelines) and corresponding percentage of marks shall be followed:

S. No	% of Marks in a Subject	Grade	Letter Grade	Grade Points
1	85 to 100	Outstanding	O	10
2	70 to 84	Excellent	A	9
2	60 to 69	Very Good	B	8
3	55 to 59	Good	C	7
4	50 to 54	Above Average	D	6
5	40 to 49	Average	E	5
6	<40	Fail (Reappear)	F	0
9	Absent	Absent	Ab	0

A student who has obtained an 'F' grade in any subject shall be deemed to have 'failed' and is required to reappear as a 'supplementary student' in the End Semester Evaluation, as and when offered. In such cases, internal marks in those subjects shall remain the same as those obtained earlier.

To a student who has not appeared for an examination in any subject, 'Ab' grade shall be allocated in that subject, and he/she is deemed to have 'failed'. A student shall be required to reappear as a 'supplementary student' in the End Semester Examination, as and when conducted next. In this case also, the internal marks in those subjects shall remain the same as those obtained earlier.

A letter grade does not indicate any specific percentage of marks secured by the student, but it indicates only the range of percentage of marks.

A student earns grade point (GP) in each subject/course, on the basis of the letter grade secured in that subject/course. The corresponding 'credit points' (CP) are computed by multiplying the grade point with credits for that particular subject/course as shown below.

$$\text{Credit points (CP)} = \text{No. of Credits assigned for the paper} \times \text{grade point (GP) secured for that course/paper}$$

Note: SGPA is calculated only when a student passes in all subjects i.e gets a minimum 'E' in all the papers.

11.2 Semester Grading

The Semester Grade Point Average (SGPA) is calculated by dividing the sum of credit points (Σ CP) secured from all subjects/courses registered in a Semester, by the total number of credits registered during that Semester. SGPA is rounded to two decimal places and is computed as

SGPA (For each Semester) =

$\Sigma(\text{Letter Grade Points}) \times \text{Credits} / \Sigma \text{ Total no. of credits}$

11.3 Cumulative Grade Point Average (CGPA)

The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student in all semesters considered for registration. The CGPA is the ratio of the total credit points secured by a student in all registered courses in all semesters, and the total number of credits registered in all the semesters. CGPA is rounded off to two decimal places. CGPA is thus computed from the I year II semester onwards at the end of each semester as per the formula

$$\text{CGPA} = \frac{\Sigma(\text{SGPA}) \times (\text{Credits})}{\Sigma \text{ Total Credits}}$$

for all semesters registered (i.e., up to and inclusive of all semesters)

Computation of SGPA and CGPA are done using the procedure listed above. For Final % of Marks equivalent to the computed final CGPA, as:

$$\% \text{ of Marks} = (\text{final CGPA} - 0.5) \times 10.$$

12. Award of Degree(s)

The students have to complete the required number of credits and shall have to obtain the minimum required percentage of Marks as specified under.

12.1 Credit Completion Requirement

Candidates have to acquire **150** credits to be eligible for the award of BBA Degree with Exit option at the end of 3 years of study and have to acquire **269** credits in 5 years for the award of BBA (with exit option) and Integrated MBA Degrees.

12.2 Securing the Minimum Percentage of Marks/ Grade

Candidates also have to secure the minimum percentage marks required to be declared as pass as per the details mentioned in section 11.

Candidates will be awarded BBA/MBA Degree on successful completion of all Theory Courses, Practical Courses, Viva Voce and Project Report as per the regulations within a duration of **5 Years**.

Candidates who exercise exit option after successful completion of theory courses, practical courses, Internship/ Project and Viva-voce at the end of **three** years shall be awarded with BBA Degree. The Division/Class will be awarded as per the details mentioned in section 11 and in compliance with the University Norms in vogue at the time of declaration of results.

13. General Clause

It may be noted that, besides the above specified rules and regulations, all other rules and regulations in force for semester system of Under-Graduate, Post- Graduate and Integrated courses in Osmania University will be applicable. The institutions offering the course / students shall abide by all the Rules and Regulations as amended from time to time by the university.

BBA / MBA (CBCS)

**FACULTY OF MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT**

**I YEAR
SEMESTER-I**

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Duration of Exam</i>	<i>Max. Marks IE</i>	<i>Max. Marks UE</i>
ELS1	English (First Language)-1	4	4	3 Hrs	20	80
SL 1	Second Language-1	4	4	3 Hrs	20	80
AECC1	Environmental Studies	2	2	1.5 Hrs	10	40
DSC101	Principles of Management	5	5	3 Hrs	20	80
DSC102	Business Economics	5	5	3 Hrs	20	80
DSC103	Business Communication	5	5	3 Hrs	20	80
	Total	25	25		110	440

Total Credits= 25 Total Marks = 550

BBA / MBA (CBCS)

SEMESTER-II

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Duration of Exam</i>	<i>Max. Marks IE</i>	<i>Max. Marks UE</i>
ELS2	English (First Language)-2	4	4	3 Hrs	20	80
SL 2	Second Language –2	4	4	3 Hrs	20	80
AECC2	Basic Computer Skills	2	2	1.5 Hrs	10	40
DSC201	Organizational Behavior	5	5	3 Hrs	20	80
DSC202	Principles of Marketing	5	5	3 Hrs	20	80
DSC203	Accounting for Managers	5	5	3 Hrs	20	80
	Total	25	25		110	440

Total Credits= 25 Total Marks = 550

BBA / MBA (CBCS)

II YEAR
SEMESTER-III

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Duration of Exam</i>	<i>Max. Marks IE</i>	<i>Max. Marks UE</i>
ELS3	English (First Language)-3	3	3	3 Hrs	20	80
SL3	Second Language –3	3	3	3 Hrs	20	80
SEC1	a. Communication Skills b. Professional Skills	2	2	1.5 Hrs	10	40
SEC2	a. Presentation and Soft Skills b. Technical Writing	2	2	1.5 Hrs	10	40
DSC301	Human Resource Management	5	5	3 Hrs	20	80
DSC302	Financial Management	5	5	3 Hrs	20	80
DSC303	Information Technology for Business	4T + 2P	5	3 Hrs	20	60T+20P
	Total	26	25		120	480

Total Credits= 25 Total Marks = 600

BBA / MBA (CBCS)

SEMESTER-IV

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Duration of Exam</i>	<i>Max. Marks IE</i>	<i>Max. Marks UE</i>
ELS4	English (First Language)-4	3	3	3 Hrs	20	80
SL 4	Second Language-4	3	3	3 Hrs	20	80
SEC3	a. Leadership and Management Skills b. Universal Human Values	2	2	1.5 Hrs	10	40
SEC4	a. Startup Opportunity and Feasibility b. Data Analysis	2	2	1.5 Hrs	10	40
DSC401	Business Law	5	5	3 Hrs	20	80
DSC402	Business Statistics	5	5	3 Hrs	20	80
DSC403	E-Business	5	5	3 Hrs	20	80
	Total	25	25		120	480

Total Credits= 25 Total Marks = 600

**BBA / MBA (CBCS)
III YEAR
SEMESTER-V**

Course Code	Course Title	HPW	Credits	Duration of Exam	Max. Marks IE	Max. Marks UE
ELS5	English (First Language)-5	3	3	3 Hrs	20	80
SL5	Second Language-5	3	3	3 Hrs	20	80
GE 501	Business Research Methods	5	4	3 Hrs	20	80
DSE 501	a. Corporate Governance b. Management Audit and Taxation	4	5	3 Hrs	20	80
DSE 502	Discipline Specific Elective: a. Cost Accounting (F) b. Buyer Behaviour (M) c. Training & Development (HR) d. Management Information Systems(S)	5	5	3 Hrs	20	80
DSE 503	Discipline Specific Elective: a. Financial Markets & Systems (F) b. Advertising and Sales Management (M) c. Industrial Relations & Labour Laws (HR) d. Data Base Management Systems(S)	5	5	3 Hrs	20	80
	Total	25	25		120	480

Total Credits= 25 Total Marks = 600

Electives: (F) Finance (M) Marketing (HR) Human Resource Management (S) System

BBA / MBA (CBCS)

SEMESTER-VI

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Duration of Exam</i>	<i>Max. Marks IE</i>	<i>Max. Marks UE</i>
ELS 6	English (First Language)-6	3	3	3 Hrs	20	80
SL 6	Second Language-6	3	3	3 Hrs	20	80
DSE 601	a. Entrepreneurship Development b. Foundations of Technology Management	5	5	3 Hrs	20	80
DSE602	Discipline Specific Elective: a. Financial Planning (F) b. Retail Management (M) c. Performance Management (HR) d. Data Visualisation (S)	5	5	3 Hrs	20	80
DSE603	Discipline Specific Elective: a. Financial Services (F) b. Brand Management (M) c. Organization Development (HR) d. Data Mining (S)	5	5	3 Hrs	20	80
PR 601	Project & Viva Voce	2T+4R	3		Grade	
CV	Comprehensive Viva Voce		1			
	Total	27	25		100	400

Total Credits= 25 Total Marks = 500
Grand Total of Credits for BBA (6 Semesters) = 150

Electives:

(F) Finance, (M) Marketing, (HR) Human Resource Management, (S) Systems

* Project Report and Viva Voce will be evaluated for 100 marks each and converted to Grade

**BBA / MBA (CBCS)
IV YEAR
SEMESTER-VII**

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Duration of Exam</i>	<i>Max. Marks IE</i>	<i>Max. Marks UE</i>
DSC 701	Business Environment & Policy	5	4	3 Hrs	20	80
DSC 702	Management Accounting and Control	5	4	3 Hrs	20	80
DSC 703	Technology and Business	5	4	3 Hrs	20	80
DSC 704	International Business	5	4	3 Hrs	20	80
DSC 705	Hospitality Management	5	4	3 Hrs	20	80
OE 701	Open Elective-I a. Mobile Commerce b. Rural Management	4	4	3 Hrs	20	80
SP 701	Seminar Presentations	2	2		Grade	
	Total	26	26		120	480

Total Credits= 26 Total Marks = 600

BBA / MBA (CBCS)

SEMESTER-VIII

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Duration of Exam</i>	<i>Max. Marks IE</i>	<i>Max. Marks UE</i>
DSC801	Operations Research	5	4	3 Hrs	20	80
DSC802	Total Quality Management	5	4	3 Hrs	20	80
DSC803	Corporate Social Responsibility	5	4	3 Hrs	20	80
DSC804	Supply Chain Management	5	4	3 Hrs	20	80
DSC805	Project Management	5	4	3 Hrs	20	80
OE 801	Open Elective-II a. Innovation Management b. Manufacturing Management	4	4	3 Hrs	20	80
CP 801	Case Presentations **	2	2		Grade	
	Total	26	26		120	480

** University evaluation

Total Credits= 26 Total Marks = 600

BBA / MBA (CBCS)

V YEAR
SEMESTER-IX

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Durati on of Exam</i>	<i>Max. Marks IE</i>	<i>Max. Marks UE</i>
DSC 901	Business Process Reengineering	5	4	3Hrs	20	80
DSC 902	Operations Management	5	4	3Hrs	20	80
DSC 903	Business Models	5	4	3Hrs	20	80
DSE 901	Discipline Specific Elective a. Investment Management (F) b. Integrated Marketing Communication (M) c. Compensation Management (HR) d. Business Analytics (S)	5	5	3Hrs	20	80
DSE 902	Discipline Specific Elective a. International Finance (F) b. Customer Relationship Management (M) c. International Human Resource Management (HR) d. Business Intelligence (S)	5	5	3Hrs	20	80
PS 901	Project Work Synopsis	2	2		Grade	
	Total	27	24		100	400

Total Credits= 24 Total Marks = 500**Electives:**

(F) Finance, (M) Marketing, (HR) Human Resource Management, (S) Systems

BBA / MBA (CBCS)

SEMESTER- X

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Duration of Exam</i>	<i>Max. Marks IE</i>	<i>Max. Marks UE</i>
DSC1001	Strategic Management	5	4	3 Hrs	20	80
DSC1002	Intellectual Property Rights	5	4	3 Hrs	20	80
DSE1001	Discipline Specific Elective a. Financial Derivatives (F) b. Services Marketing (M) c. Leadership and Change Management (HR) d. Descriptive Analytics(S)	5	5	3 Hrs	20	80
DSE1002	Discipline Specific Elective a. Banking & Insurance (F) b. Digital Marketing (M) c. Talent & Knowledge Management (HR) d. Predictive Analytics(S)	5	5	3 Hrs	20	80
PR 1001	Project Work*	2T+4R	4		Grade	
CV 1001	Comprehensive Viva – Voce*		2		Grade	
	Total	26	24		80	320

Total Credits= 24 Total Marks = 400

Grand Total for BBA MBA (5 Yr Integrated Program) = 250 Credits

Electives:

(F) Finance

(M) Marketing

(HR) Human Resource Management

(S) Systems

* University Evaluation. Project Report and Viva Voce will be evaluated for 100 marks each and converted to Grade

ELS: English Language Skill; **SL:** Second Language; **AECC:** Ability Enhancement Compulsory Course; **SEC:** Skill Enhancement Course; **DSC:** Discipline Specific Course; **DSE:** Discipline Specific Elective; **GE:** Generic Elective; **OE:** Open Elective, **T:** Theory; **P:** Practical; **L:** Lab; **IE:** Internal Exam; **UE:** University Exam; **PS:** Project Synopsis, **PR:** Project Report; **CV:** Comprehensive Viva-Voce; **F:** Finance; **M:** Marketing; **HR:** Human Resource Management; **S:** Systems

Note: A student must choose one subject each from SEC 1, SEC 2, SEC 3 and SEC 4 respectively. Syllabus for Skill Enhancement Courses specified by UGC shall be taken from Jeevan Kaushal.

In the case of DSE the student must study subjects according to the specialization chosen i.e., Finance, Marketing, HR, BA or Retail Management electives in Semester V and VI.

Pedagogy for Teaching (as applicable) shall be through:

- a. Class Room Discussion
- b. Activity Based Teaching
- c. Project Based Learning (Individual and Group)
- d. Management Games
- e. Workshops & Seminars from Industry practitioners
- f. Role play and Simulations
- g. Field visits
- h. Case Based Teaching- Text & Multimedia cases

OSMANIA UNIVERSITY
PROPOSED SCHEME FOR CHOICE BASED CREDIT SYSTEMS (CBCS) IN
INTEGRATED MBA PROGRAM

Sl.No	Course Category	No. of Courses	Credits per Course	Total Credits
1	English Language	6	4/3	20
2	Second Language	6	4/3	20
3	AECC	2	2	4
4	SEC	4	2	8
5	GE	1	4	4
6	OE	2	4	8
7	DSC	27	5/4	120
8	DSE	10	5	50
9	Project Reports	2	3/4	7
10	Seminar Presentations	1	2	2
11	Case Presentation	1	2	2
12	Project Synopsis	1	2	2
13	Comprehensive Viva Voce	2	1/2	3
	Total	65		250
Courses Under NON - CGPA		NSS/NCC/Sports/Extra Curricular	Up to 4 (2 in each 1, 2 year at UG)	
		Summer Internship	Up to 2 (1 each after 2nd & 4th years)	

Note:

- IT lab will be evaluated through a practical exam.
- At the end of third and fifth years there will be a comprehensive viva-voce on subjects & project undertaken during sixth and tenth semesters and evaluation of project reports in the concerned semesters.
- Grades are awarded to both the project viva-voce and project report as per University Norms.
- Practicals or tutorials shall be offered to the students wherever they are applicable and evaluated as per existing University Norms.

I - SEMESTER

PAPER CODE - AECC 1
COURSE: ENVIRONMENTAL STUDIES – I

COURSE OBJECTIVES

1. Students will be able to understand and evaluate the global scale of environmental problems.
2. Students understand their roles and responsibilities as a citizens, consumers and environmental actors in a complex, interconnected world.
3. Students will possess the intellectual flexibility necessary to view environmental questions from multiple perspectives.

COURSE OUTCOMES

1. Apply systems concepts and methodologies to analyze and understand interactions between social and environmental processes
2. Understand key concepts from economic, political, and social analysis as they pertain to the design and evaluation of environmental policies and institutions.
3. Students understand environmental problems students will assess necessary scientific concepts and data, consider likely social dynamics, and establish integral cultural contexts.

UNIT - I: ECOSYSTEM, BIODIVERSITY & NATURAL RESOURCES – Definition, Scope & Importance of Environmental Studies. Structure of Ecosystem – Abiotic & Biotic components Producers, Consumers, Decomposers, Food chains, Food webs, Ecological pyramids). Function of an Ecosystem: Energy flow in the Ecosystem (Single channel energy. (Flow model). Definition of Biodiversity, Genetic, Species & Ecosystem diversity, Hot spots of Biodiversity, Threats to Biodiversity, Conservation of Biodiversity (Insitu & Exsitu). Renewable & Non – renewable resources, Brief account of Forest , Mineral & Energy (Solar Energy & Geothermal Energy) resources Water Conservation, Rain water harvesting & Watershed management.

UNIT - II: ENVIRONMENTAL POLLUTION, GLOBAL ISSUES & LEGISLATION

Causes, Effects & Control measures of Air Pollution, Water Pollution. Solid Waste Management. Global Warming & Ozone layer depletion. Ill – effects of Fire- works Disaster management – floods, earthquakes & cyclones Environmental legislation :- (a) Wild life Protection Act (b) Forest Act (c) Water Act (d) Air Act Human Rights, Women and Child welfare, Role of Information technology in environment and human health.

FIELD STUDY: Pond Ecosystem, Forest Ecosystem.

SUGGESTED BOOKS

1. Environmental Studies - from crisis to cure – by R. Rajagopalan, Oxford University Press.
2. Textbook of Environmental Studies for undergraduate courses by Erach Bharucha.
3. A Textbook of Environmental Studies by Dr. D. K. Asthana and Dr. Meera Asthana Environmental Studies, R Venkateswara Rao, HPH.

PAPER CODE – DSC 101
COURSE: PRINCIPLES OF MANAGEMENT

COURSE OBJECTIVES

1. The general objective of this course is to provide a broad and integrative introduction to the theories and practice of management.
2. In particular, the course focuses on the basic areas of the management process and functions from an organizational viewpoint.
3. The course also attempts to enable students to understand the role, challenges, and opportunities of management in contributing to the successful operations and performance of organizations.
4. Specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.
5. Examination of management theory and provide opportunities for application of these ideas in real world situations.

COURSE OUTCOMES

1. Analyze effective application of knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
2. Understand the complexities associated with management in the organizations and integrate the learning in handling these complexities.
3. Assess global situation, including opportunities and threats that will impact management of an organization
4. Students can Integrate management principles into management practices.
5. Assess managerial practices and choices relative to ethical principles and standards.

UNIT - I: INTRODUCTION TO MANAGEMENT – Meaning, definition, concept, scope and principles of management; Evolution of management thought - Management theories- classical, behaviour, system, contingency and contemporary perspectives on management. Management art or science and management as profession. Process and levels of Management. Introduction to Functions (POSDCORB) of Management.

UNIT - II: PLANNING – IMPORTANCE – Planning – Importance, objectives, process, policies and procedures, types of planning, Decision making - Process of decision making, Types of decision, Problems involved in decision making.

UNIT - III: ORGANIZING –Meaning, importance, principles of organizing, span of management, Patterns of organization– formal and informal organizations, Common organizational structures; departmentalization, Authority, delegation, centralization and decentralization, Responsibility – line and staff relationship.

UNIT - IV: STAFFING –Sources of recruitment, Selection process, Training, Directing, Controlling – Meaning and importance, Function, span of control, Process and types of Control, Motivation, Co-ordination – Need and types and techniques of co-ordination- Distinction between coordination and co-operation - Requisites for excellent co-ordination - Systems Approaches and co-ordination.

UNIT - V: EMERGING ISSUES IN MANAGEMENT – Total Quality management, Technology Management, Talent and Knowledge Management, Leadership, Organizational change and Development, Corporate Social responsibility.

SUGGESTED BOOKS

1. Robbins, S. P., & DeCenzo, A. D. Fundamentals of Management. New Delhi: Pearson Education
2. Harold Koontz & Heinj Wehrich, Essentials of Management, Tata McGraw-Hill Education, New Delhi.
3. T. Ramasamy, Principles of Management, Himalaya Publishing House, Mumbai.
4. L.M. Prasad, Principle and Practice of Management, Sultan Chand and Sons.
5. P. C. Tripathi & P. N. Reddy, Principles of Management, Tata McGraw-Hill Education, New Delhi.
6. Singh, "Principles and Practices of Management and Organizational Behaviour, Sage Publication.
7. P Subba Rao, "Principles of Management, Himalaya Publishig House.
8. Gupta, Sharma and Bhalla; Principles of Business Management; Kalyani Publications.

PAPER CODE - DSC 102
COURSE: BUSINESS ECONOMICS

COURSE OBJECTIVES

1. The purpose of this course is to apply micro economic concepts and tools for analyzing business problems.
2. It helps students to understand in making accurate decision pertaining to the business firms.
3. The emphasis is given to tools and techniques of microeconomics.
4. To understand causes and consequences of unemployment, inflation and economic growth.
5. To analyze operations of markets under varying competitive conditions

COURSE OUTCOMES

1. Students understands the practical application of knowledge general economic theory
2. Demonstrate critical thinking and analytical skills.
3. Students will be able to explain and evaluate what economic concepts and principles are used in organization.
4. Apply an ethical understanding and perspective to business situations.
5. Students can use critical thinking skills in business situations

UNIT - I: BUSINESS ECONOMICS NATURE AND SCOPE – Introduction to business economics, characteristics, nature and scope concept of opportunities Cost, Incremental cost. Time perspective, Discounting, and equi-marginal principle.

UNIT - II: DEMAND CONCEPTS & ELASTICITY OF DEMAND – Concept of Demand Determinates of demand, law of demand, exception to the law of demand, elasticity of demand, types of demand elasticity, uses of demand elasticity. Concept of Supply, Determinants of Supply, Law of Supply, Elasticity of Supply.

UNIT - III: PRODUCTION AND COST CONCEPTS – Theory of production, production function, input output combination, short run production laws, law of diminishing marginal returns to scale, ISO-quant curves, ISO-cost curves

UNIT - IV: BUDGET LINE – Cost concepts, cost classification, short run cost curves and long run cost curves, Experience curve. Economies and diseconomies to the scale, economies of scope.

UNIT - V: MARKET STRUCTURES AND PRICING – Concept of market, structures, perfect competition market and price determination, monopoly and abnormal profits, monopolistic completion market price determination, price discrimination. Oligopoly, features of oligopoly, syndicating in oligopoly, kinked demand curve, price leadership and market positioning.

SUGGESTED BOOKS

1. Dominik Salvatore, "Principal of Microeconomics, , Oxford University Press.

BBA MBA (5 YRS INTEGRATED) PROGRAM

2. Dr. D N Mithani, Managerial Economics Theory and Application, HPH.
3. Varshiney & Maheshwari, Managerial Economics, Juptan Publication, New Delhi.
4. Lipsey and Crystal, Economics International, Oxford University Press.
5. Kutosynniss, Modern Microeconomics, Mc Millan Publishers.
6. Rubin field and Mehathe, Microeconomics, Pearson Publishers.

PAPER CODE - DSC 103
COURSE: BUSINESS COMMUNICATION

COURSE OBJECTIVES

1. This course is intended to help the students to present themselves properly to the corporate world.
2. It enables them to communicate formally highlighting their strengths.
3. This course is intended to understand different methods of communication.
4. To develop fundamental skills to thrive in today's fast-paced, complex business world.
5. To impart the correct practices of the strategies of Effective Business writing.

COURSE OUTCOMES

1. Students will be achieved effective interpersonal communications.
2. Students will possess skills that maximize team effectiveness, effective problem solving.
3. Understands the importance of ethical communication in organizations.
4. Develop interpersonal communications skills that are required for social and business interaction.
5. It focuses on future entrepreneurs to create effective business communications, present business.

UNIT - I: INTRODUCTION - Understanding Workplace Communication, Communicating across cultures, Importance of Business Correspondence, Communication and organizational effectiveness, Perception and conception, Formal and informal communication systems.

UNIT - II: REPORT WRITING & BUSINESS LETTERS - Report Writing - What is a report, Importance of Reports, Types of reports, Characteristic of good report, Structure of Reports. Business Letters - Structure and Format of Business Letter, Types of Business Letters, Writing Cover letters, Letters for enquiry, Offer, Order, Purchase and Complaint.

UNIT - III: INTERVIEW, GROUP DISCUSSION, MEETINGS AND AGENDA - Writing Applications for Jobs, Preparing CV, Preparing for Interviews, Preparing for Group Discussion. Meetings - Types of Meetings; Importance of Business Meetings; Different Types of Business Meetings -Developing agendas and Writing Minutes.

UNIT - IV: COMMUNICATION - The role of and process of communication. Barriers to communication Surmounting barriers to communication, Types of communication; Listening process-Elements of good listening-improving listening competence. Importance of feedback - Principles of feedback.

UNIT - V: NON-VERBAL COMMUNICATION & NEGOTIATION - 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.

SUGGESTED BOOKS

1. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning.
2. Lesikar, R. V. and M. E. Flatley, "Basic Business Communication", New York, McGraw-Hill.
3. CSG Krishnamacharyalu and L. Ramakrishnan, "Business Communications", Himalaya Publishing House.
4. Technical Communication: M. Raman & Sharma, Oxford University Press.
5. Business Communication: From Principles to Practice – Matukutty M. Monippally, UBS Publishers.
6. Business Letters: The Effective Commercial Correspondence- R.Gupta, RPH Editorial Board.
7. Quintanilla, Business and Professional Communication, Sage Publication.
8. Rai + Rai, Business Communication, HPH.

II - SEMESTER

PAPER CODE - AECC 2
COURSE: BASIC COMPUTER SKILLS

COURSE OBJECTIVES

1. To Identify the computers' major components and study their functions.
2. To understand the purpose of Input devices
3. To enable the student to understand the data and information systems and their applications.
4. To provide the knowledge of Word processing
5. To build the required skills in preparing presentations.

COURSE OUTCOMES

1. Identify the basic elements required in a computer system
2. Student will get familiar with the Input devices and Operating systems
3. Understand the importance of Information systems
4. Students will be better prepared to work with tables and graphs, previewing and printing documents
5. Students will be able to prepare slide show presentations

UNIT - I: INTRODUCTION TO COMPUTATION AND COMPUTERS – Introduction to Computation and Computer – Components of computer CPU-Types of Memory types of computers – Software definition.

UNIT - II: INTRODUCTION TO INPUT DEVICES – Input devices (keyboards, MICR, OCR OMR)- Graphic input devices (Mouse, Graphic Tablet, Joystick) m output devices (Printers – Impact & non-impact printer)- Introduction to software- Classification of software – Evolution of operating system – Function of operating system- Types of operating systems.

UNIT - III: INTRODUCTION TO INFORMATION SYSTEM – Data and information – Systems – Types of systems – Information system – Types of information system – Application of information system – Ethical and social issues in information system.

UNIT - IV: INTRODUCTION TO WORD PROCESSING – Creating – Editing and saving documents – Formatting features of word processing – Working with tables and graphs – Preview and printing documents- Presentation – Preparing slideshows – Creating editing and saving slide show – Templates animations – Bulletin presentations – Customized presentations.

SUGGESTED BOOKS

1. A. K. Sharma, Computer fundamentals, University press.
2. Alexis Leon; Mathews Leon Introduction to computers, Tata Mc Graw Hill.
3. Turban, Rainer, Potter, Introduction to IT, John Wiley & Sons.
4. Anitha Goel, Computer fundamentals, Pearson, Anita Goel.
5. Raja Raman, Fundamentals of Computers, PHI.
6. Tulasi Ram, Basics of Computer skills, HPH.

PAPER CODE - DSC 201
COURSE: ORGANIZATIONAL BEHAVIOUR

COURSE OBJECTIVES

1. The main objective is to explain the fundamentals of managing business.
2. To understand individual and group behavior at workplace so as to improve the effectiveness of an organization.
3. To engage creatively and innovatively in solving organizational challenges.
4. To learn the basic concepts of Organizational Behaviour and its applications in contemporary organizations.
5. To understand how individual, groups and structure have impacts on the organizational effectiveness and efficiency.

COURSE OUTCOMES

1. Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
2. Analyze the complexities associated with management of the group behavior in the organization.
3. Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
4. To acquire and develop skill to take rational decisions.
5. It highlights the significance of Challenges and Opportunities of OB, perception, attribution, learning.

UNIT - I: ORGANIZATIONAL BEHAVIOR – Meaning, importance and historical development of organizational behavior, Factors influencing organizational behavior. Perception and Attribution-concept, nature and process, Factors influencing perception. Values and Attitudes. Personality - Stages of personality development, Determinants of personality. Concept and theories of learning.

UNIT - II: MOTIVATION – Concept, importance and theories of motivation. Leadership - concept, characteristics, theories and styles of leadership, Managerial grid, Leadership continuum and Leadership effectiveness.

UNIT - III: GROUP DYNAMICS - Meaning of groups and group dynamics, Formation, Characteristics and Types of groups, Theories of group dynamics, Group cohesiveness - Factors influencing group cohesiveness - Group decision making process. Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window.

UNIT - IV: MANAGEMENT OF CHANGE – Meaning and importance of change, Factors contributing to organizational change, Change agents, Resistance to change – causes of and dealing with resistance to change, Organizational Development - meaning and process.

UNIT - V: ORGANIZATIONAL CULTURE, CONFLICT AND EFFECTIVENESS – Concept of Organizational Culture, Distinction between organizational culture and organizational climate, Factors influencing organizational culture, Morale- concept and types of morale. Managing conflict, Organizational Effectiveness – Indicators of organizational effectiveness, Achieving organizational effectiveness. Organizational Power and Politics.

SUGGESTED BOOKS

1. Robbins, P. Stephen – Organizational Behavior-concepts, controversies & Applications - Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred - Organizational Behavior - McGraw Hill Publishers Co. Ltd., New Delhi.
3. Rao, VSP and Narayana, P.S. - Organization Theory & Behavior - Konark Publishers Pvt.Ltd., Delhi.
4. Prasad, L.M - Organizational Theory & Behavior - Sultan Chand & Sons, New Delhi.
5. Sekaran, Uma - Organizational Behavior-text & cases - Tata McGraw Hill Publishing Ltd., New Delhi.
6. Aswathappa. K. - Organizational Behavior – Himalaya Publishing House, Mumbai.
7. Afsaneh Nahavandi - Organizational Behavior – Sage Publications.
8. P Subba Rao – Organizational Behavior, HPH.

PAPER CODE - DSC 202
COURSE: PRINCIPLES OF MARKETING

COURSE OBJECTIVES

1. To provide an exposure to the students pertaining to the nature and Scope of marketing.
2. Students learn practical application which they are expected to possess when they enter the industry as practitioners.
3. To give them an understanding of the basic philosophies and tools of marketing management.
4. Demonstrate a clear understanding of the marketing concept.
5. Explain how marketing creates value for the consumer, the company, and society.

COURSE OUTCOMES

1. Students understand the role of a marketing plan as a guiding document for marketing activities.
2. Students understand how marketing strategies align with corporate strategies.
3. Describe the types of ethical and social responsibility issues in marketing.
4. Understand the role of marketing information in helping firms understand and reach consumers.
5. Demonstrate how organizations use integrated marketing communication to support their marketing strategies.

UNIT - I: INTRODUCTION OF MARKETING – Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Production concept, Product concept, Selling concept, Marketing concept. Marketing Environment: Micro and Macro Environment.

UNIT - II: MARKET SEGMENTATION – Target Market and Product Positioning; Levels of Market Segmentation, Bases for Segmenting Consumer Markets, Bases for Segmenting Industrial Markets. Target Market and Product Positioning Tools.

UNIT - III: NEW PRODUCT DEVELOPMENT – Introduction, Meaning of a New Product. Need and Limitations for Development of a New Product, Reasons for Failure of a New Product, Stages in New Product Development and Consumer Adoption Process.

UNIT - IV: PRODUCT & PRICING DECISIONS – Concept of Product, Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Pricing Decisions: Concept of Price, Pricing Methods and Pricing Strategies.

UNIT - V: PROMOTION MIX – Concept of Promotion Mix, Factors determining promotion mix, Promotional Tools –Types of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Distribution: Designing Marketing Channels Channel functions, Types of Intermediaries.

SUGGESTED BOOKS

1. Kotler Philip, Garyarmstrong, Prafullay. Agnihotri, EU Haque, "Principles of Marketing", Pearson Education Prentice Hall of India.
2. Paul Baines, Chris Fill, Kelly page, "Marketing Management", Oxford University Press.
3. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
4. Dr. Sreeramulu, "Basics of Marketing, HPH.
5. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective- Indian, Sage Publishing.
6. Context, Macmillan Publishers India Limited.
7. Rajan Saxena, "Marketing Management", Tata McGraw Hill.
8. Roger J. best, "Market - Based Management", PHI Learning Pvt. Ltd.

PAPER CODE - DSC 203
COURSE: ACCOUNTING FOR MANAGERS

COURSE OBJECTIVES

1. To familiarize students with the mechanics of preparation of financial statements
2. To understand corporate financial statements, their analysis and interpretation.
3. This course will enable the students to combine practice and theoretical knowledge of financial accounting.
4. The students of this course will have awareness of emerging trends in financial accounting,
5. The course will provide decision making skills to the students in the financial analysis context.

COURSE OUTCOMES

1. Students will have the ability to identify and analyze complex financial accounting problems and opportunities.
2. Students will be able prepare complex financial accounting statements.
3. Students are expected to gain the ability of using accounting information as a tool in applying solutions for managerial problems.
4. Expected to evaluate the financial performance and interpreting the financial structure.
5. Identify the Major Principles of Accounting.

UNIT - I: INTRODUCTION TO FINANCIAL ACCOUNTING – Accounting as an Information System, Importance and Scope, Limitations; Users of accounting information; Accounting Principles, Accounting Concepts, Principles and Conventions – Generally Accepted Accounting Principles (GAAP); Nature of Accounts.

UNIT - II: TYPES OF BOOKS (PRIMARY AND SECONDARY) – The Accounting Equation Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; ledger balancing; Opening and Closing Entries, Preparation of Trial Balance.

UNIT - III: PREPARATION OF FINANCIAL STATEMENTS – Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries, understanding contents of financial statements of a joint stock company as per the Companies Act 2013.

UNIT - IV: FINANCIAL STATEMENT ANALYSIS USING RATIOS – Objective of financial statement analysis, sources of information; Techniques of financial statement analysis: Horizontal analysis, Vertical analysis and Ratio Analysis; Financial Ratios: Meaning and Usefulness of Financial Ratios. Analysis of ratios Liquidity Ratios, Solvency Ratios, Profitability Ratios, and Turnover Ratios; Limitation of ratio analysis.

UNIT - V: INDIAN ACCOUNTING STANDARDS (IND-AS) – Concept, benefits, procedure for issuing Ind- AS in India, salient features of Ind-AS issued by ICAI; International Financial Reporting Standards (IFRS): Main features, uses and objectives of IFRS, IFRS issued by IASB.

SUGGESTED BOOKS

1. Tulsian, P.C., Financial Accounting, Pearson.
2. T.S. Grewal, Introduction to Accountancy, Sultan Chand.
3. Maheshwari, S.N. & Maheshwari, S. K., Financial Accounting for B. Com., CA, CS, & ICWA (Foundation) Courses, Vikas Publishing House Pvt. Ltd.
4. Ghosh, T.P., Financial Accounting for Managers, Taxmann Allied Services (P) Ltd.
5. Balwani, Nitin, Accounting and Finance for Managers.
6. Jain, S.P. & Narang, K.L., Advanced Accountancy.
7. Santhi Vedula, Financial Accounting, HPH

III - SEMESTER

PAPER CODE – SEC 1
COURSE: A) COMMUNICATION SKILLS

COURSE OBJECTIVES

1. To provide the essentials of communication skills
2. To equip the students with effective listening, speaking and writing skills
3. To impart the knowledge on basic digital literacy

COURSE OUTCOMES

1. Students will understand the importance of communication skills
2. Develop competence in oral, written and visual communication
3. Understand current technology related to the communication field

https://www.ugc.ac.in/pdfnews/1825419_Draft-LIFE-SKILLS-JEEVAN-KAUSHAL-17-03-2021.pdf

SUGGESTED BOOKS

1. Taylor, Shirely, Communication for Business, New Delhi: Pearson Education.
2. Kalia, Business Communication: A Practice-Oriented Approach, Wiley
3. Chauhan, Soft Skills: An Integrated Approach to Maximise Personality, Wiley
4. Bailey, Stephen, Academic Writing: A handbook for International Students, Routledge
5. Hogue, Ann, First Steps in Academic Writing, Person Logman.
6. UGC – Jeevan Kaushal.

PAPER CODE - SEC 1
COURSE: B) PROFESSIONAL SKILLS

COURSE OBJECTIVES

1. To equip the students with necessary professional skills
2. To enable students, explore their career opportunities through necessary training
3. To impart skills of understanding and practicing Etiquettes

COURSE OUTCOMES

1. Develop a planned approach towards career and life
2. Gain ability to match skills and interests with a chosen career path
3. Develop interview skills and professional etiquette

https://www.ugc.ac.in/pdfnews/1825419_Draft-LIFE-SKILLS-JEEVAN-KAUSHAL-17-03-2021.pdf

SUGGESTED BOOKS

1. McGrath E.H., Basic Management Skills for All, Prentice Hall of India Pvt. Ltd.
2. Barun K. Mitra, Personality Development and Soft Skills, Oxford University Press
3. Sherfield, R.M., Montgomery, R.J., Moody, P.G., Developing Soft Skills, Pearson
4. Bhardwaj, Professional Communication, Wiley
5. UGC-Jeevan Kaushal

PAPER CODE - SEC 2
COURSE: A) PRESENTATION AND SOFT SKILLS

COURSE OBJECTIVES

1. To inculcate potential skill development for making effective presentations
2. To train the students towards developing effective presentations
3. To equip the students with relevant soft skills

COURSE OUTCOMES

1. Develop Effective communication skills
2. Develop Effective presentation skills
3. Develop a comprehensive set of communication techniques

UNIT - I: Effective Communication Skills-Speaking Skills- Public Speaking- Essentials of Public Speaking- Effective Public Speaking- Impromptu Speaking- Effective Delivery.

UNIT - II: Communication through Presentations-Types of Presentations-Planning for a presentation- Individual Presentations-Group Presentations-Making Audio Visual Presentations- Electronic Presentations- Effective Delivery of Presentations- Ways to improve Presentation Skills

UNIT - III: Soft Skills - Nonverbal Communication - Body Language - Emotional Intelligence - Problem Solving- Conflict Management - Listening as a Team Skill- Negotiation and Networking - Managing turbulence - Adopting to Change.

SUGGESTED BOOKS

1. Brian Tracy, Speak to Win, AMACOM.
2. Jeremy Harmer & Jo H. N. Arnold. Advanced Speaking Skills. Essex, Longman Group Limited.
3. Sherfield, R.M., Montgomery, R.J., Moody, P.G., Developing Soft Skills, Pearson.
4. Daniel Goldman. Emotional Intelligence. New York, Bantam Books.

PAPER CODE - SEC 2
COURSE: B) TECHNICAL WRITING

COURSE OBJECTIVES

1. To develop the abilities of students to build effective sentences and sections of a document.
2. To train the students on how to write effective technical documents.
3. To equip the students to develop various types of technical documents suitable for the purpose.

COURSE OUTCOMES

1. Write a good resume to suit the job requirements
2. Participate actively in writing activities
3. Develop professional writing style

UNIT - I: WRITING - Different Modes of Writing - The Writing Process-Effective Writing Strategies-Writing Skills- English as a medium of writing- Different Types of writing- Paragraph- Comprehension- Summary- Note Making- Letter writing.

UNIT - II: RESUME SKILLS – Preparation and Presentation-Introduction of Resume and Related Terms-Importance of Preparing a Good Resume-Difference between a CV- Resume and Bio data-Essential Components of a Good Resume-Resume Skills-Common Errors- Guidelines for Effective Resume Preparation.

UNIT - III: DIGITAL WRITING - Introduction to Microsoft Word-- Creating, editing and saving documents-Formatting-Features of word processing- Working with tables and graphs- Preview and printing documents- Preparation of Digital Presentations- Creating editing and saving Slide Shows- Templates- Animations.

SUGGESTED BOOKS

1. McGrath E.H., Basic Management Skills for All, Prentice Hall of India Pvt. Ltd.
2. Ms-office: Sanjay Saxena, Vikas Publications.
3. LearnMicrosoftOffice- RussellA.Stultz- BPB Publication.
4. Bailey, Stephen, Academic Writing: A handbook for International Students, Routledge.
5. Hogue, Ann, First Steps in Academic Writing, 1995 Person Logman.
6. Basics of Computer Skills, Tulasi Ram, HPH.

PAPER CODE - DSC 301
COURSE: HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVES

1. To equip the students with the basic concepts of Human Resource Management concepts.
2. To impart knowledge on the development of Human Resources in the organization.
3. To provide insights on the concepts of Industrial Relations
4. To study different methods of performance appraisal
5. To understand organizational climate and culture.

COURSE OUTCOMES

1. Understand theories and practices in the field of Human Resources Management
2. Identify different methods of developing Human Resources
3. Develop knowledge of industrial laws
4. Demonstrate understanding of different appraisal methods,
5. Understand organizational culture and climate and its implications for HRM

UNIT - I: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT AND ENVIRONMENT – Functions of Human Resource Management. Managerial and operative role of Human Resource Management. Personnel Management vs. Human Resource Management – Strategic Management Approach. The Role of Globalization in HR Policy and Practice.

UNIT - II: ACQUIRING HUMAN RESOURCES – Human Resource Planning and Alignment – Job Analysis and Design. Job Description, Job Specification and Job Evaluation, Job- Restructuring – Job Rotation, Job Enlargement and Job Enrichment. Recruitment and Selection – Placement – Induction and Orientation. Line and Staff.

UNIT – III: DEVELOPING HUMAN RESOURCES - Training and Development– Employee Training and Retraining – Assessing Training Needs and Designing Training Programmes. An overview on employee orientation: Career Planning and Development: Role and Significance of Career Planning – Impact of Career Planning on Productivity.

UNIT - IV: LABOUR MANAGEMENT – Industrial Relations and Industrial Disputes. Principles and guidelines for effective handling of Industrial Disputes and Industrial Relations – Standing Orders – Role and Contents of standing orders – Labour Relations and Collective Bargaining – Employee Health and Safety.

UNIT – V: REWARDING HUMAN RESOURCES – Performance Appraisal – Methods and needs for Performance Appraisal – Organization Climate and its impact on HRM. Components of Organization Culture. Quality of Work Life – Determinants of quality of work life. Impact of QWL on Organization Climate and Culture.

SUGGESTED BOOKS

1. Human Resources - Bernandin H. John. TMH.
2. Human Resources Management–Gary Dessler. Pearson.
3. Managing Human Resources – Wayne E. Casio. – TMH.

BBA MBA (5 YRS INTEGRATED) PROGRAM

4. Managing Human Resources – Aswathappa – McGraw Hill.
5. Human Resources Management – David Lepak and Mary Gowan – Pearson.
6. Human Resources Management – Decenzo and Robbins – John Willey.
7. Human Resource Management. Texts and Cases. – TMH.
8. Human Resource Management, Sen Gupta, Sage Publication.

PAPER CODE - DSC 302
COURSE: FINANCIAL MANAGEMENT

COURSE OBJECTIVES

1. To acquaint students with the techniques of financial management and their applications for business decision making.
2. To understand the working capital cycle
3. To study various investment appraisal techniques
4. To understand the concept of working capital and its different determinants
5. To study receivables management.

COURSE OUTCOMES

1. Understand the financial environment of the organization
2. Apply techniques of managing the long term and short-term finances
3. Select and apply investment evaluation techniques to take investment decisions
4. Demonstrate understanding of working capital and its determinants
5. Gain knowledge of receivables management.

UNIT - I: NATURE OF FINANCIAL MANAGEMENT – Finance and relation with other disciplines; Scope of Financial Management; Profit Maximization Vs. Wealth Maximization Vs. Value Maximin Traditional and Modern Approach of FM; Functions of finance – Objectives of Financial Management; Investment Decision, Financing Decision, Current Assets Management Decision and Dividend Decision - Organisation of finance function.

UNIT - II: CONCEPT OF TIME VALUE OF MONEY – Concept of Time Value of Money, compounding, discounting, present value, future value, and annuity; capital budgeting – meaning, features; applications of Discounted Cash Flow (DCF) in capital budgeting, calculation of NPV and IRR.

UNIT - III: SOURCES OF LONG-TERM FINANCE - Sources of Long-term finance- features of equity shares, preference shares, debentures, long term loans; Capital Structure – meaning, determinants of capital structure; cost of capital – component costs of capital, weighted average cost of capital; Dividend Policy Decision – types of dividends, determinants of dividend policy.

UNIT - IV: WORKING CAPITAL MANAGEMENT – Gross Vs net working capital, determinants of working capital; Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique (Lock box, concentration banking).

UNIT - V: RECEIVABLES MANAGEMENT – Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Inventory Management - ABC Analysis; Minimum Level; Maximum Level; EOQ (Basic Model); Reorder Level; Safety Stock.

SUGGESTED BOOKS

1. I M Pandey-Financial Management-Pearson.
2. M.Y Khan and Jain-Financial Management-Tata McGraw Hill.
3. Prasanna Chandra,"Financial Management Theory and Practice", Tata McGraw Hill.
4. S.N Maheshwari- Financial Management-Vikas.
5. Shah, Financial Management, Wiley.
6. Jonathan Berk, Peter DeMarzo, Ashok Thampy, "Financial Management", Pearson.
7. Rajiv Srivastava and Anil Misra, "Financial Management" , Oxford University Press.
8. Brigham, E. F. and Ehrhardt. M. C., "Financial Management Theory and Practice", Thomson South-Western.

PAPER CODE - DSC 303
COURSE: INFORMATION TECHNOLOGY FOR BUSINESS

COURSE OBJECTIVES

1. To familiarize management students to basics of Information Technology
2. To understand the applications of IT in present day management and organization
3. To understand internet and security issues
4. To study Multimedia and its business applications
5. To study Office Management and its applications

COURSE OUTCOMES

1. To identify and define the computing requirements appropriate to business organizations
2. Demonstrate effective use of office management applications
3. Identify and select effective information system to solve business problems
4. Understand Multimedia and its business applications
5. Demonstrate effective use of office management and its applications

UNIT - I: INTRODUCTION TO IT – Computer Systems-Hardware-I/O devices, Memory devices, Processors-Software –classification of software- Systems software, Application software-Operating Systems-Definition-Types of OS-Understanding of GUI-Networks-Definition-Types of Network-LAN, WAN-Network Topologies-Physical Communication Media-TCP/IP, OSI Model.

UNIT - II: INTRODUCTION TO IS – Definition of Data, Information & Knowledge, IS-MIS, DSS, Expert Systems–Types of IS-Operation, Tactical, Strategic IS-Executives Information Systems (EIS)– Definitions-Data Base, DBMS, Advantages & Disadvantages of DBMS-Ethical and Social Issues in IS.

UNIT - III: MULTIMEDIA CONCEPTS – Definition of Multimedia - Multimedia devices - Multimedia Formats-Audio formats - Video formats – Compression / Décompression issues-Business Applications of Multimedia.

UNIT - IV: INTERNET & SECURITY ISSUES - Internet – History- Internet Addressing and architecture-WWW – Architecture-Browser-Servers-Search engines -Internet Services- Email- Chatting- Messaging- Groups- Social Networking-Internet in Business-definition of e-commerce, m-commerce- types of online business-Security Issues in Internet.

UNIT - V: OFFICE MANAGEMENT APPLICATIONS – Intranets, Extranets, VPN- Internet Telephony - Group ware- audio and video Conferencing-Wireless Communication - WLANS- Definitions of Blue tooth - Wi Fi- Wi Max – RFID - Use of Spreadsheets for office - spread sheet applications (MS-EXEL) - Use of Databases for the Office (MS-ACCESS)- Database applications.

SUGGESTED BOOKS

1. Kenneth C. Laudon & Jane P. Laudon-Management Information Systems- Managing the Digital Firm, Pearson Education.
2. Turban, McLean, Wether be-Information Technology For Management, Wiley Student Edition.
3. Leonard Jessup, Joseph Valacich, Information Systems Today, Why IS matters, Pearson Education.
4. EffyOz-Management Information Systems, Thomson.
5. Wali, Information Technology for Management, Wiley.

IV - SEMESTER

PAPER CODE - SEC 3
COURSE: A) LEADERSHIP AND MANAGEMENT SKILLS

COURSE OBJECTIVES

1. To develop critical thinking, managerial abilities and organization skills in students
2. To equip the students to take effective decisions by coordinating the teams
3. To enhance the capabilities of being team members and manage networks

COURSE OUTCOMES

1. Student will understand and use the process of effective decision making
2. Develop self-awareness and self-management skills
3. Demonstrate effective interpersonal competence

https://www.ugc.ac.in/pdfnews/1825419_Draft-LIFE-SKILLS-JEEVAN-KAUSHAL-17-03-2021.pdf

SUGGESTED BOOKS

1. Leadership and Management Skills- V.Sudha, A Patrick, Maria Pavitra- Professional Books Publisher
2. Robbins, S. P., & DeCenzo, A. D. Fundamentals of Management, Pearson Education, New Delhi
3. Harold Koontz & Heinj Weihrich, Essentials of Management, Tata McGraw-Hill Education, New Delhi.
4. L.M. Prasad, Principles and Practice of Management ,Sultan Chand and Sons,
5. McGrath E.H., Basic Management Skills for All, Prentice Hall of India Pvt. Ltd.
6. UGC-Jeevan Kaushal

PAPER CODE - SEC 3
COURSE: B) UNIVERSAL HUMAN VALUES

COURSE OBJECTIVES

1. To help students understand the importance of values in individual, social, career and national life.
2. To motivate students to learn from lives of great and successful people who followed and practiced human values and achieved self-actualization.
3. To convey the message of Universal Human Values and encourage students to practice the Universal Human Values for a developing a better society.

COURSE OUTCOMES

1. Student will understand and appreciate human values
2. Student will be able to do self- exploration, Self-evaluation and achieve self-development.
3. Apply professional ethics in their future profession & contribute for making a value-based society.

https://www.ugc.ac.in/pdfnews/1825419_Draft-LIFE-SKILLS-JEEVAN-KAUSHAL-17-03-2021.pdf

SUGGESTED BOOKS

1. A Foundation Course in Human values and Professional Ethics, R.R. Gaur, R. Sangal, G.P Bagaria, Excel books,
2. Universal Human Values, Archana Sharma, Iftekhhar Ahmed, Asian publications
3. Professional Ethics and Human Values, R.S. Naagarazan, New Age International Publishers.
4. UGC –Jeevan Kaushal

PAPER CODE - SEC 4

COURSE: A) STARTUP OPPORTUNITY AND FEASIBILITY

COURSE OBJECTIVES

1. It helps the students to acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas.
2. To learn about identifying business opportunities.
3. To learn about market and technical feasibility for business.

COURSE OUTCOMES

1. To identify opportunities for starting business.
2. To be able to write a business plan.
3. To take decision regarding form of business ownership.
4. To conduct feasibility study.

UNIT - I: WINDOWS OF OPPORTUNITY - Environmental change, Technology- new products and pioneers, Market evolution- niches and opportunities, Industrial development- linkages and opportunities, Types of entrepreneurs.

UNDERSTANDING OPPORTUNITY: Criteria for an opportunity, opportunity evaluation, cost of evaluation, execution trumps opportunity; risk, uncertainty and ambiguity; approaches to opportunity evaluation

UNIT - II: BUILDING THE BUSINESS PLAN - Beginning Considerations: Building a competitive advantage. The strategic management processes. Conducting a feasibility analysis. Forms of Business ownership. Franchising and entrepreneurship. Buying an existing business. Marketing and financial considerations: Building a powerful marketing plan, E-commerce and Entrepreneur, Pricing strategies, Choosing the right location and layout

SUGGESTED BOOKS

1. Greg Clydesdale Entrepreneurial Opportunity: The Right Place at the Right Time
2. Wise S and Feld B Startup Opportunities: Know When to Quit Your Day Job (Techstars)
3. Timmons, J. A. and Spinelli, S.: New Venture Creation- Entrepreneurship for the 21st century, McGraw Hill Reference Books
4. Start Up Management- Nuzhath Khatoon-Professional Books Publisher
5. Galloway S Post Corona: From Crisis to Opportunity
6. Robert P Singh Entrepreneurial Opportunity Recognition Through Social Networks
7. Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", HPH, Millenium.
8. S. S. Khanka, "Entrepreneurial Development", S. Chand & Co. Ltd.
9. Poornima. M Charantimath, "Entrepreneurial Development and Small Business Enterprises" Pearson Education.

PAPER CODE - SEC 4
COURSE: B) DATA ANALYSIS

COURSE OBJECTIVES

1. To provide basic understanding on Data and its importance in understanding information.
2. To equip the students with different types of data analysis techniques.
3. To empower the student with Data Analysis techniques with advanced Excel.

COURSE OUTCOMES

1. Student will have knowledge of Data Analysis techniques
2. Attain proficiency in MS-Excel
3. Develop skills in application of MS Access

UNIT - I: INTRODUCTION - Definition of Data - Types of Data- Methods of Data Collection-Recording of Data-Reduction of Data-Grouping of Data- Tabulation of Data- Techniques of Data Analysis-Statistical Tools.

UNIT - II: INTRODUCTION TO MS EXCEL - Creating Electronic Spread Sheet Using MS Excel-Editing- Creating Tables- Formatting- Understanding and Practicing essential operations - Sorting Data -Formulas and Functions-Creating Charts and Diagrams for Data Analysis- Advance Features of MS Excel- Pivot Table - Pivot Chart- Linking and Consolidation.

UNIT - III: MS-ACCESS - Features- Applications of MS Access- Tables and Integrity Constraints - Relationships- Designing Tables- Forms- Running Queries- Creating reports.

SUGGESTED BOOKS

1. Beginning Excel 2019, Noreen Brown, Barbara Lave, Julie Romey, Open Oregon Educational Resources, 2019
2. Microsoft Excel 2019 Data Analysis and Business Modeling (Business Skills), Wayne Winston, Microsoft Press, 2019
3. Learning MS Access 2007, Ramesh Bangia, Khanna publishing house, 2009

PAPER CODE – DSC 401
COURSE: BUSINESS LAW

COURSE OBJECTIVES

1. To develop knowledge of the legal principles and environment in which a consumer and business operates
2. To appreciate the relevance of business law to individuals and businesses
3. To study the role of law in an economic, political and social context.
4. To understand various negotiable instruments
5. To study consumer protection laws in India.

COURSE OUTCOMES

1. Identify the fundamental legal principles behind contractual agreements
2. Understand companies act and its implications for employers and employees
3. Understand legal obligations of businesses towards customers
4. Demonstrate knowledge of negotiable instruments.
5. Understand consumer protection laws and their implications.

UNIT - I: LAW OF CONTRACTS – Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent, void contracts – Legality of Object - Performance of Contract – Remedies for breach of Contract - Quasi Contracts.

UNIT - II: LAW RELATING TO SPECIAL CONTRACTS – Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties.

UNIT - III: NEGOTIABLE INSTRUMENTS –Negotiable Instruments Act – Definition and Characteristics of a Negotiable Instrument – Definitions, Essential elements and distinctions between Promissory Note, bill of exchange, and Cheques - Types of crossing.

UNIT - IV: COMPANIES ACT – Definition of company – Characteristics - Classification of Companies- Formation of Company - Memorandum and Articles of Association – Prospectus - Shareholder’s meetings - Board meetings - Law relating to meetings and proceedings- Company - Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers.

UNIT - V: CONSUMER PROTECTION LAW – Introduction to consumer protection law in India - Consumer councils - Redressal machinery Rights of consumers - Consumer awareness. Pollution Control Law - Air, water, and environment pollution control, Role of public awareness. Competition Law. Arbitration and conciliation.

SUGGESTED BOOKS

1. N.D. Kapoor, "Elements of Mercantile Law", Sultan Chand & Co.
2. S.S Gulshan, Business laws, Excel Books.
3. Akhileshwar Pathak, "Legal Aspects of Business", Tata McGraw Hill.
4. Ravindra Kumar, "Legal Aspects of Business", Cengage Learning.
5. PPS Gogna, "A Text Book of Company Law", S. Chand.

PAPER CODE – DSC 402
COURSE: BUSINESS STATISTICS

COURSE OBJECTIVES

1. To provide the student an understanding of basic statistical tools to apply for management problems and analysis.
2. To learn data gathering and tabulation.
3. To apply measures of central tendency.
4. To understand the significance of dispersion.
5. To learn about skewness, kurtosis, correlation and regression.

COURSE OUTCOMES

1. Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis.
2. Critically evaluate the underlying assumptions of analysis tools.
3. Understand and critically discuss the issues surrounding sampling and significance.
4. Solve a range of problems using the techniques covered.
5. Conduct basic statistical analysis of data.

UNIT - I: INTRODUCTION TO STATISTICS - Definition, Nature, Scope and Importance of Statistics, Statistics and Computers, Limitations of Statistics, Application of Statistics. Data Collection and Analysis: Methods of Data Collection, Primary and Secondary Data, Classification and Tabulation, Presentation of data - Diagrams, Charts and Graphs.(Theory & Problems).

UNIT - II: MEASURES OF CENTRAL TENDENCY - Definition, Measures of Central Tendency (Meaning and properties) - Mean, Median, Mode Deciles, Quartiles, Percentiles (Simple Problems). Measures of Dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Variation. (Meaning and Simple Problems)

UNIT - III: SKEWNESS - Skewness-Karl Pearson's Coefficient of Skewness, Bowley's Coefficient of Skewness.

UNIT - IV: PROBABILITY – Concepts – Random Experiment, Sample space – Definitions of probability, Simple Problems on Probability, Addition, Multiplication and Baye's theorems, conditional, Joint and Marginal Probability.

UNIT - V: CORRELATION & REGRESSION - Correlation – Scatter Diagram, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation. Regression – Two Lines of Regression.

SUGGESTED BOOKS

1. Levin Richard, Siddiqui Masood & Rubin David, Statistics for Management, Pearson Publishing.
2. Sanjeet Singh, Business Statistics : For Contemporary Decision-Making, An Indian Adaptation, Wiley
3. Mario F. Triola, Elementary Statistics, Pearson Publication
4. Gupta SC: "Fundamental of Statistics" Himalaya Publishers House,

5. Sharma JK, "Business Statistics", Pearson Education
6. Statistics for Management and Economics by Gerald Kellar, Cengage Learning
7. Arora PN, Sumeet Arora, Amit, "Managerial Statistics", S. Chand.
8. Bhardwaj RS "Business Statistics", Excel Books.
9. JK Singh "Business Mathematics", Himalaya Publishing House.

PAPER CODE – DSC 403
COURSE: E-BUSINESS

COURSE OBJECTIVES

1. To understand the practices and technology to start an online business.
2. To know how to build and manage an e-business
3. To study the security, legal and privacy issues involved in E-business
4. To study e-payments and security systems
5. To understand e-business applications and virtual communities.

COURSE OUTCOMES

1. Student will understand the different e-business models
2. Develop understanding of various issues in e-business
3. Demonstrate ability to use technology to resolve problems in e-business
4. Attain knowledge about e-payments and security systems.
5. Demonstrate knowledge of e-business applications and virtual communities.

UNIT - I: INTRODUCTION TO e-BUSINESS - e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce.

UNIT - II: TECHNOLOGY INFRASTRUCTURE - Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

UNIT - III: BUSINESS APPLICATIONS - Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals

UNIT - IV: e-BUSINESS PAYMENTS AND SECURITY - E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

UNIT - V: LEGAL AND PRIVACY ISSUES - Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

SUGGESTED BOOKS

1. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A Managerial Perspective, Pearson Education Asia.
3. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e-Business, Oxford University Press.
4. Hentry Chan & El, E-Commerce – Fundamentals and Applications, Wiley India Pvt. Ltd.
5. Gary P. Schneider, Electronic Commerce, Thomson Course Technology.
6. Bharat Bhasker, Electronic Commerce – Frame Work Technologies and Applications, Tata McGraw Hill Publications.

7. Kamlesh K. Bajaj and Debjani Nag, e-Commerce- The Cutting Edge of Business, Tata McGraw-Hill Publications.
8. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley.
9. Micheal Papaloelon and Peter Robert, e-Business, Wiley India.

V - SEMESTER

PAPER CODE – GE 501
COURSE: BUSINESS RESEARCH METHODS

COURSE OBJECTIVES

1. To develop understanding of the basic framework of research process.
2. To develop an understanding of various research designs and techniques.
3. To identify various sources of information for literature review and data collection.
4. To understand some basic concepts of research and its methodologies
5. To develop proficiency in the application to solve business math problems

COURSE OUTCOMES

1. Apply a range of quantitative and / or qualitative research techniques to business and management problems / issues
2. Develop necessary critical thinking skills in order to evaluate different research approaches utilized in the service industries
3. Students should be able to identify the overall process of designing a research study from its inception to its report.
4. Students should be able to define the meaning of a variable, and to be able to identify independent, dependent, and mediating variables.
5. Students should be familiar with good practices in conducting a qualitative interview and observation.

UNIT - I: MARKETING RESEARCH – Nature and Scope of Marketing Research – Role of Marketing Research in Decision Making. The Research process – Steps in the Research Process; Designing the Research Proposal.

UNIT - II: SOURCES OF DATA – Sources of data, Primary data and Secondary data, Survey method of data collection, Observation method – Types of observation, Interview, Depth interview, Focus group interview, Questionnaire, Method, Steps in design of a questionnaire. Secondary Method of Data Collection – Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, Secondary sources of data in Indian Context.

UNIT - III: MEASUREMENT AND SCALING – Concept of measurement and scaling – Types of Scales – Nominal, Ordinal, Interval and Ratio Scales - Attitude scales Thurstone, Likert, Semantic differential scales, Reliability and Validity of a scale.

UNIT - IV: SAMPLING – Sampling techniques, Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t-test (mean), paired t-test, Chi-square test.

UNIT - V: Introduction to theoretical concept of ANOVA. ANOVA I way and II way Classification. Report Writing – Types of Reports and Steps involved in Research Report.

SUGGESTED BOOKS

1. Tull and Hawckins, “Marketing Research”, Tata McGraw Hill.

2. Cooper & Schindler: Business Research Methods McGraw-Hill Education.
3. Martin Callingham, "Market intelligence", Kogan Page Publishers.
4. G.C. Beri, "Marketing Research", Tata McGraw Hill.
5. Malhotra, K. Naresh, "Marketing Research and applied orientation", Pearson Education.
6. Kumar, Marketing Research, Sage Publication.
7. Green E. Paul, Tull S. Donald & Albaum, Gerald: "Research for Marketing Decisions", PHI.

PAPER CODE - DSE 501
COURSE: A) CORPORATE GOVERNANCE

COURSE OBJECTIVES

1. To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.
2. Explore the guiding principles of corporate governance.
3. Identify the functions of corporate governance.
4. Explore the drivers of corporate governance.
5. Explore Corporate governance mechanisms and measures.

COURSE OUTCOMES

1. Demonstrate a solid understanding of the purpose and nature of corporations Adopt the appropriate mechanism for effective governance
2. Identify issues usually addressed by corporate governance structures
3. Explains the functioning of the board of directors
4. Understand the significance of audit committee, its composition and responsibilities
5. Outline and discuss the key legal, political and economic features of the major corporate governance systems found around the world;

UNIT - I: BUSINESS ETHICS - The concept of ethics; 'ethics' and related connotations; business values and ethics; concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; social responsibility—an extension of business ethics; the concept of corporate ethics; benefits of adopting ethics in business; ethics programmed; code of ethics; ethics committee.

UNIT - II: CONCEPTUAL FRAMEWORK OF CORPORATE GOVERNANCE - Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholders' activism; corporate governance in PSUs and banks.

UNIT - III: CORPORATE MANAGEMENT - Management vs. Governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman-qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO; separation of roles of chairman and CEO; CFO; manager; company secretary; auditor.

UNIT - IV: ROLE AND FUNCTIONS OF BOARD COMMITTEES - Standing committees, ad-hoc committees, task force committees, advisory committees; powers, functions and duties of board committees; enhanced performance of board committees; limitations of board committees; statutory committees of board- audit committee, remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, other committees.

UNIT - V: WHISTLE BLOWING AND CORPORATE SOCIAL RESPONSIBILITY – The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation across Countries; developments in India. Corporate Social Responsibility (CSR) –Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives major codes on CSR; initiatives in India.

SUGGESTED BOOKS

1. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility - A European Perspective, Edward Elgar.
4. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd.

PAPERCODE - DSE 501
COURSE: B) MANAGEMENT AUDIT AND TAXATION

COURSE OBJECTIVES

1. To comprehend nature, significance and need for management audit and audit of the management process and functions.
2. To trace evaluation of management information and control system, corporate development and corporate social responsibility.
3. To comprehend students' knowledge on Corporate Development and Management Audit.
4. To enhance the student's awareness and in depth knowledge of Tax Assessment.
5. The course aims at enhancing knowledge on the concept of Taxation.

COURSE OUTCOMES

1. Acquire the complete knowledge of basic concepts of income tax
2. Acquire the complete knowledge on Computation of the income under the various heads.
3. Develop the skill in assessment of Individual, HUF, firms and Company.
4. Identify and comply with the relevant provisions of the Income Tax Act as it relates to the income tax of individuals.
5. Students acquire knowledge on audit of social responsibility of management corporate governance and Audit Committees

UNIT - I: Meaning, nature and scope, organizational needs for Management Audit and its coverage over and above other audit procedure. Audit of the Management processes and Functions, such as planning, organization, Staffing, Co – ordination, Communication, Direction and Control. Evaluation of Management Information and Control Systems with special emphasis on Corporate Image and Behavioral Problems.

UNIT - II: Corporate Development and Management Audit, including operational and propriety aspects. Social Cost and Benefit of business enterprises with particular reference to developing countries. Audit of social responsibility of management. Corporate governance and Audit Committees.

UNIT - III: Concept of Taxation; Residential Status and incidence of tax, Incomes exempted from tax; Heads of Income of Individuals; Salaries- income from house property and gain from business or profession, capital gains, income from other sources.

UNIT - IV: Set off and carry forward of losses, deductions from gross total income, computation of total income and tax liability.

UNIT - V: Assessment of individuals, HUF, Firms, Companies. Tax administration: Income tax authorities, Assessment procedure, collection and recovery of tax, refunds, penalty and procedures, appeals and revisions.

SUGGESTED BOOKS

1. Saxena & Vashist, Cost Audit and Management Audit, Sultan Chand Publications.
2. The Management Audit, Published by ICWAI of India, Kolkata.
3. A. R. Ramanathan, Cost Audit and Management Audit, Macmillan Publications.
4. Singhanian, C.K., Direct Taxes, Taxmann Publications, New Delhi.
5. Lal B.B., Direct Taxes, Pearson Education, New Delhi.
6. Girish Ahuja and Ravi Gupta, Direct Taxes, Bharat Publications.
7. Gaur and Narang, Direct Taxes, Kalyani Publications.
8. Manoharan T.N., Direct Taxes, Snow White Publications.

PAPER CODE - DSE 502
COURSE: A) COST ACCOUNTING (F)

COURSE OBJECTIVES

1. Recognize and apply appropriate theories, principles and concepts relevant to cost accounting.
2. Exercise appropriate judgment in selecting and presenting information using various methods relevant to cost accounting.
3. Plan, design and execute practical activities using techniques and procedures appropriate to cost accounting.
4. Use organization skills (including task and time management) relevant to cost accounting systems both individually and in a group situation.
5. Solve problems relevant to cost accounting systems using ideas and techniques some of which are at the forefront of the discipline.

COURSE OUTCOMES

1. Express the place and role of cost accounting in the modern economic environment.
2. Select the costs according to their impact on business.
3. Differentiate methods of schedule costs per unit of production.
4. Interpret the impact of the selected costs method.
5. Identify the specifics of different costing methods.

UNIT - I: INTRODUCTION - Concepts of Cost, Costing, Cost Accounting and Cost Accountancy-Objectives, functions, advantages and limitations of cost accounting-Difference between Cost Accounting and Financial Accounting -Installation of Costing System-Cost Classification- Methods and Techniques of Costing (**Theory Only**).

UNIT - II: ELEMENTS OF COST: MATERIAL COST - Direct and Indirect Material-Material Control – Fixation of Stock Levels- Methods of Pricing of Material Issues – FIFO, LIFO, Simple Average and Weighted Average Methods (**Including Problems**).

LABOR COST - Direct and Indirect Labor- Time Keeping and Time Booking- Idle Time, Over Time and Labor Turnover- Methods of Wage Payment- Time Wage and Piece Wage Systems Incentive Schemes- Halsey and Rowan Plans, Taylor's Differential and Merrick's Multiple Piece Rate Systems (**Including Problems**).

OVERHEADS - Classification, allocation, apportionment and absorption of overheads-Preparation of Primary and Secondary Distribution Summary- Absorption of Factory Overheads- Machine Hour Rate (**Including Problems**).

UNIT - III: METHODS OF COSTING - Single/ Output Costing - Job Costing - Contract Costing – Process costing (excluding treatment of work-in-progress, joint and by-products) (**Including Problems**).

UNIT - IV: MARGINAL COSTING TECHNIQUE - Meaning, advantages and limitations of Marginal Costing Marginal Cost Equation - Cost-Volume-Profit Analysis-Break-Even Analysis, Decision Making Areas - Products Mix, Make / Buy, Pricing Decisions (Including Problems).

UNIT - V: STANDARD COSTING TECHNIQUE - Meaning- Advantages and Limitations- Types of Standards – Setting up of Standards- Variance Analysis- Computation of Variances - Material and Labor Variances only (Including Problems).

SUGGESTED BOOKS

1. S.P. Jain and K. L. Narang, "Cost Accounting, Principles and Methods", Kalyani Publishers, Ludhiana.
2. Jawahar Lal, "Cost Accounting", Tata McGraw Hill Publishing Co., New Delhi.
3. M. N. Arora, "Cost Accounting – Principles and Practice", Vikas Publishing House, New Delhi.
4. D. K. Mittal and Luv Mittal, "Cost Accounting", Galgotia Publishing Co., New Delhi.
5. P.C. Tulsian, "Cost Accounting", S. Chand & Company Ltd, New Delhi.

PAPER CODE - DSE 502
COURSE: B) BUYER BEHAVIOUR (M)

COURSE OBJECTIVES

1. The purpose of this course is to introduce students to buyers, buyer behaviour in the marketplace and their impact on marketing strategy.
2. Discussing the principal factors that influence buyers as individuals and decision makers with an application to the buying decision process.
3. To analyses personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
4. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behavior.
5. The course content will also address the importance of subculture and global consumer culture as marketing opportunities.

COURSE OUTCOMES

1. Identify and explain factors which influence consumer behavior.
2. Demonstrate how knowledge of consumer behavior can be applied to marketing.
3. Display critical thinking and problem-solving skills.
4. Gain, evaluate and synthesize information and existing knowledge from a number of sources and experiences.
 5. Be able to identify the dynamics of human behavior and the basic factors that influence the consumers decision process.

UNIT - I: INTRODUCTION TO CONSUMER BEHAVIOUR – Contemporary Dimensions of Consumer Behavior, CB research process. Concepts and theories of motivation their Marketing implications: Motivation and consumer behavior: motives and motivation theories and personality and their Marketing implications.

UNIT - II: PERCEPTION AND LEARNING THEORY - Introduction, meaning, nature, Importance and limitation of perception. Theories of buyer behavior in Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information.

UNIT - III: IMPACT OF CULTURE ON BUYER BEHAVIOUR SOCIAL AND CULTURAL SETTINGS - Meaning of culture, Characteristics of culture, functions of culture. Types of culture, Sub-culture and Cross-cultural marketing practices. Reference groups and Family Life Cycle: advantages and disadvantage of reference groups, types of reference group. Role of Family life cycle in Buyer behavior.

UNIT - IV: CONSUMER DECISION MAKING AND BUYER ATTITUDE - Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour. Attitude and consumer behavior: Meaning of attitude, nature and characteristics of attitude, types of attitudes, learning of attitude, sources of influence on attitude formation.

UNIT - V: MODELS OF CONSUMER BEHAVIOUR MODELS OF CONSUMER BEHAVIOUR - Modeling Behavior Traditional Models, Contemporary Models, Generic

Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao –Lilien model, Consumerism.

SUGGESTED BOOKS

1. Schiffman and Kannik, “Consumer Behavior”, Pearson Education / PHI.
2. Black-well, R. Miniard PW and Engel, “Consumer Behavior”, Thomson Learning.
3. Loudon and Della Bitta, “Consumer Behavior”, TMH.
4. Dinesh Kumar Consumer Behavior Consumer Behaviour, Oxford University Press.
5. Gary Lilien, “Marketing Models”, PHI.
6. Suja R. Nair, “Consumer Behaviour in Indian perspective”, HPH.
7. Sheth and Mittal, “Consumer Behavior”, Thomson Learning.
8. Satish Batra, “Consumer Behavior”, Excel Books New Delhi.

PAPER CODE - DSE 502
COURSE: C) TRAINING & DEVELOPMENT (HR)

COURSE OBJECTIVES

1. The objective of training and development is to develop specific and useful knowledge, skills, and techniques.
2. It is intended to prepare students to carry out predetermined tasks in well-defined job contexts.
3. To explore the students in different type of Training needs and methods to understand in a easy way.
4. To provide complete conceptual and self-developments through training.
5. To understand the students the importance of Training evaluation methods and the issues associated with internal and external.

COURSE OUTCOMES

1. The purpose of course is to provide importance of Training and its applications in real time.
2. Provides complete training needs, implications, and its assessment in companies.
3. Explore various methods of training in companies which are following and implanting on employees.
4. Demonstrate the right type of training and development methods to design according to the employee's skills and abilities.
5. Also communicate the results of training programs while evaluating trained employees in a particular time period.

UNIT - I: INTRODUCTION – Conceptual framework of training – approaches on training – difference between training and development - Training and applied psychology – principles of training - learning and skill acquisition – transfer and retention of skills – training practices in India – Practices in PSU – Practices in Pvt. Companies – Training and education for operative personnel skill training, National Apprenticeship Training – Worker's education for operative personnel - Evaluation of the training centre.

UNIT - II: TRAINING NEEDS ASSESSMENT (TNA) & LEARNING TYPES - Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA - Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment.

UNIT - III: TRAINING METHODS - Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in basket exercise, special projects, multiple management Programmed Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training - Gamification, team training and six sigma training; Training and development initiatives of some selected companies from private and public sectors and MNCs.

UNIT - IV: DESIGNING TRAINING AND DEVELOPMENT PROGRAMS - Training design, types of training (on the job and off-the job) and development programs (MDP/EDP) – competence based and role-based training; orientation and socialization; diversity training, E-learning environment; Flexible learning modules; Self-development; Training process outsourcing. Electronic Enabled Training Systems (EETS).

UNIT - V: EVALUATION OF TRAINING AND DEVELOPMENT – Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts; Kirkpatrick Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company.

Case Studies: Some cases of real business world to supplement learning from the course.

SUGGESTED BOOKS

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.
7. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill.
8. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd.
9. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.
10. Michalak, Donald, and Edwin G. Yager, Making the Training Process Work, Writers Club Press.
11. Jack J. Phillips, Handbook of Training Evaluation and Measurement Methods, Routledge.
12. Dayal, Ishwar, Management Training in Organizations, Prentice Hall.

PAPER CODE – DSE 502
COURSE: D) MANAGEMENT INFORMATION SYSTEMS (S)

COURSE OBJECTIVES

1. To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.
2. To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
3. To enable students, understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.
4. To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.
5. To provide the theoretical models used in database management systems to answer business questions.

COURSE OUTCOMES

1. Relate the basic concepts and technologies used in the field of management information systems.
2. Compare the processes of developing and implementing information systems.
3. Outline the role of the ethical, social, and security issues of information systems.
4. Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.
5. Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization.

UNIT - I: OVERVIEW OF INFORMATION SYSTEMS - Concepts of Systems and Organization, framework of Information systems, evolution of data processing, strategic uses of information systems.

UNIT - II: DATABASE MANAGEMENT SYSTEMS - File structures, database concepts, components of DBMS, models of DBMS. Advantages, problems of DBMS, normalization, specialized DBMS, distributed systems and office automation.

UNIT - III: PLANNING OF INFORMATION SYSTEMS - Planning strategies, problems with determining information systems, management by wire and need Determining Methods.

UNIT - IV: DEVELOPMENT OF INFORMATION SYSTEMS - SDLC, SSAD and Prototyping, evaluating design options for alternative design, the organization of wide data dictionary, analysis of alternative design and object methodology.

UNIT - V: APPLICATIONS OF INFORMATION SYSTEMS - Information Systems of Functional Areas: Operational, Tactical – Strategic Information Systems (Finance IS, Marketing IS and HRM IS).

SUGGESTED BOOKS

BBA MBA (5 YRS INTEGRATED) PROGRAM

1. Management Information Systems, Laudon and Laudon, Pearson Education Asia.
2. Management Information Systems, Jawadekar, Tata McGraw Hill.
3. Management Information Systems, Davis and Olson, Tata McGraw Hill.
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall.
5. Ushila Madan, Management Information System, Taxmann's.
6. Goyal , Management Information System, Macmillan Publishers.
7. Arora & Bhatia Management Information Systems, Excel Books.
8. Kumar & Gupta Management Information Systems, Excel Books.

PAPER CODE - DSE 503
COURSE: A) FINANCIAL MARKETS & SYSTEMS (F)

COURSE OBJECTIVES

1. The main objective of this course is to understand Indian financial system. It also enables Understanding financial markets and various Indian financial institutions.
2. To acquire basic understanding about financial markets.
3. To learn about the financial services available in India.

COURSE OUTCOMES

1. Understand what a financial system is and does, and the distinct functions of each component.
2. Understand some important financial instruments and the economic principles underlying their use.
3. Understand the classification of Leasing.
4. Learn about the categories of Merchant Banking and their functions.
5. Understand the process of IPO.

UNIT - I: STRUCTURE OF INDIAN FINANCIAL SYSTEM - Indian Financial System – Structure, Functions, Types of Financial Markets, Securities traded in Financial Markets, Regulatory Institutions and their functions– RBI & SEBI, Global Financial Markets

UNIT - II: PRIMARY AND SECONDARY MARKET - Primary Market – Introduction, Book Building, Free Pricing, Underwriting, On-Line IPOs, eProspectus; Secondary Market – Organisation of Stock Exchanges, NSE, BSE and OTCEI, Listing of Securities, Trading and Settlement, Internet Trading, New financial instruments.

UNIT - III: LEASING AND HIRE PURCHASE - Asset/ Fund Based Financial Services – Leasing, Concept and classification, Advantages and Limitations, Hire Purchase – Definition, mechanism, Differences between Leasing and Hire Purchase, Venture Capital – Definition, Rationale, stages of financing.

UNIT - IV: NON FUND FINANCIAL SERVICES - Non- Fund Based Financial Services – Credit Rating, Factoring and Forfaiting, Merchant Banking – Definition, Features, Mechanism, Types.

UNIT - V: MUTUAL FUNDS - Mutual Funds – History, Definition, Classification, Advantages and Disadvantages, Estimating the Net Asset Value, Mechanics of MF Operations, Functions of AMC, Evaluating Mutual Funds.

SUGGESTED BOOKS

1. Meir Kohn, Financial Institutes and Markets, Oxford University Press.
2. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing House.
3. Madura, Financial Institutions and Markets, Cengage Learning.
4. M.Y. Khan, Financial Services, Mc Graw Hill.
5. Dr. S.Guruswamy, Financial Services and Markets, Thomson.
6. L.M.Bhole and Jitendra Mahakud, Financial Institutions and Markets, Mc Graw Hill.

PAPER CODE - DSE 503
COURSE: B) ADVERTISING AND SALES MANAGEMENT (M)

COURSE OBJECTIVES

1. To understand various methods and approaches of Advertising.
2. To study about the objectives setting and market positioning strategies.
3. To understand the nature of sales and distribution management.
4. To learn the aspects of personal selling.
5. To study about sales force management functions.

COURSE OUTCOMES

1. Understand various methods and approaches of Advertising.
2. Students will learn the strategies of market positioning.
3. Understand the nature of sales and distribution management.
4. Learn the aspects of personal selling.
5. Study about sales force management functions.

Unit - I: ADVERTISING - Advertising communication-stages in Advertising communication-Integrated Marketing Communication-Types of Advertising-Functions of Advertising-Advertising and Sales-Operational and communication objectives-Hierarchy of Effects- FCB Model-DAGMAR Approach.

UNIT - II: MARKETING POSITIONING - Behavioral dynamics – Increase Share of Requirements (SOR) Increase Brand Loyalty, Reduction of Attrition, Increase Usage, Brand Awareness Comprehension, Image, Personality, Brand Attitude, Use experiences.

UNIT - III: SALES MANAGEMENT - Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership.

UNIT - IV: PERSONAL SELLING - Selling process, relationship selling, Designing Sales Territories, sales quotas and sales organization structures.

UNIT - V: SALES FORCE MANAGEMENT - Recruitment and selection of sales force, Training, motivating and compensating the sales force, controlling the sales force.

SUGGESTED BOOKS

1. George E Belch & Michael A Belch, "Advertising Promotion", McGraw Hill. Co.
2. Rajiv Batra, "Adverting Management," Pearson.
3. Kotler, Philip, "Principles of Marketing", Pearson.
4. Chuna Walla, SA, "Advertising, Sales & Promotion Management", Himalaya Publishing House.

PAPER CODE - DSE 503
COURSE: C) INDUSTRIAL RELATIONS & LABOUR LAWS (HR)

COURSE OBJECTIVES

1. The course aims at providing fundamental knowledge and exposure to the industrial relations and related aspects prevailing in industries and to familiarize the students with various Labor Legislations applicable to businesses.
2. To know the ILO standards.
3. To know the trade union framework.
4. To know the importance of Wage legislations.
5. To understand the various disputes in industry.

COURSE OUTCOMES

1. Students should be able to elaborate the concept of Industrial Relations.
2. The students should be able to illustrate the role of trade union in the industrial setup.
3. Students should be able to outline the important causes & impact of industrial disputes.
4. Students should be able to elaborate Industrial Dispute settlement procedures.
5. Student should be able to summarize the important provisions of Wage Legislations.

UNIT - I: Industrial Relations – Basis concept and philosophy of IR. Evolution and growth of IR in India Factors influencing IR in India. Industrial Disputes – Causative and remedial Factors. Framework for prevention and settlement of Industrial disputes under the Industrial Disputes Act.

UNIT - II: Trade Union leadership and linkage of trade unions with political parties. The problem of Trade Union Recognition and Government Policy. Trade Union Act, Employee Grievances and Discipline, Causes of Industrial Disputes. Machinery for Redressal of employees Grievances. Standing Orders. Code of Discipline – basic provisions. Process of holding Domestic Enquiry.

UNIT - III: Industrial Disputes – Industrial Conflict – Different Perceptives on Conflict – Manifestation of Industrial Conflict – Approaches to Conflict Resolution – Courses of Industrial Disputes (ID) – Consequences of ID – work stoppages Strikes – Lockouts and Closure.

UNIT - IV: Wage policy and Regulations. Concept of wage – Statutory mechanism and Framework as envisaged under the payment of Wages Act. Concept of Fair Wage. Mechanism for fixation of Minimum Wages under the Minimum Wages Act. Industrial Employment (Standing Orders) Act. Bonus – Basic concept of Bonus. Mechanism for determination and payment of Bonus under the Bonus Act.

UNIT - V: Prevention and Settlement of Industrial Disputes – Industrial Settlement Machinery Collective Bargaining – Work Committees – Conciliation – Court of Inquiry – Adjudication – Arbitration for Industrial Disputes.

SUGGESTED BOOKS

1. G. B. Memoria & C. B. Memoria, "Industrial Relations", Himalaya Publishing House.
2. C. S. Venakata Ratnam, "Industrial Relations", Oxford University Press.
3. M. Sharma, "Industrial Relations", Excel Books.
4. Arun Monoppa, "Industrial Relations", Tata McGraw Hill.
5. Subba Rao, "Human Resource Management", Himalaya Publishing House.
6. Goswami, V. G., "Industrial Relations and Labour Laws", Vikas Publications, New Delhi.
7. Gosh, P. and Nandan, S., "Industrial Relations and Labour Laws", McGraw Hill Publishers.
8. Srivastava, S. C., "Industrial Relations and Labour Laws", Vikas Publication House, New Delhi.
9. Singh, B. D., "Industrial Relations and Labour Laws", Excel Books.
10. P. K. Padhi, "Labour and Industrial Laws", PHI Learning Pvt. Ltd.

PAPER CODE - DSE 503
COURSE: D) DATABASE MANAGEMENT SYSTEMS (S)

COURSE OBJECTIVES

1. To understand the concepts of database and modeling.
2. To understand about the languages and relational database.
3. To understand various concepts of transaction processes.
4. To learn about distributed data storage and special databases.
5. To learn the definition and commands of SQL, PL-SQL, and SQL menus.

COURSE OUTCOMES

1. Students will be able to understand the concepts of database and modeling.
2. Understand about the languages and relational database.
3. Students will be able to understand various concepts of transaction processes.
4. Learn about distributed data storage and special databases.
5. Learn the definition and commands of SQL, PL-SQL, and SQL menus.

UNIT - I: DATABASE CONCEPTS AND MODELING - Introduction & overview – Client/Server Technology: 3 Tier architecture, data modeling, hierarchical, network, object oriented, Introduction to distributed databases. Relational Data structure: tuple, attributes, set; relational algebra operators, entity relationship diagrams, design of E-R Schema, E-R Schema to tables.

UNIT - II: RELATIONAL LANGUAGES AND RELATIONAL DATABASE - Functional dependence: normal forms, integrity constraints, domain, referential integrity, Codd's rules. Elementary operations, set operations, aggregate functions, null values, nested sub queries, derived relations, views, joined relations, DDL, embedded SQL, QBE, QUEL.

UNIT - III: TRANSACTION PROCESSING - Transaction concepts, states, atomicity, durability, Serializability, isolation, transaction definition in SQL, concurrency control, locking, deadlock, handling, recovery systems, log based shadow paging.

UNIT - IV: DISTRIBUTED AND SPECIAL DATABASE - Distributed data storage, network transparency, distributed query processing, commit protocols, concurrency controls, deadlock handling. Data analysis, data mining, data warehousing, spatial and geographical, multimedia database, mobility and personal database, distributed information system. World Wide Web.

UNIT - V: ORACLE – Introduction, SQL-SQL commands for data definition & data manipulation, views-procedures indexing, PL/SQL, forms design process, triggers, SQL report writer, SQL menus.

SUGGESTED BOOKS

11. Lee Chao, "Database Development and Management", 2010, Special Indian Ed. Auerbach Publications.
12. Abraham Shivershatz, Henry F. Korth & S Sudershan- "Data Base System Concepts", McGraw Hill.

13. Rob & Coronel, "Database Systems", Thomson. Page, Jr. Special edition Using Oracle 8/8i, Prentice Hall.
14. Narayan S. Umanath & Richard W. Scamwell, "Data Modeling and Data Base Design", Thomson – India Edition.
15. Lemme & Colby, "Implementing and Managing Oracle Databases", Prentice Hall.
6. Hansen & Hansen, "Database Management & Design", Prentice Hall.

VI - SEMESTER

PAPER CODE – DSE 601
COURSE: A) ENTREPRENEURSHIP DEVELOPMENT

COURSE OBJECTIVES

1. To make the students learn the importance of Entrepreneurship.
2. To motivate the students towards Entrepreneurship.
3. To make them learn about entrepreneurial environment.
4. To provide information about financial resources.
5. To impart training to raise and establish enterprises.

COURSE OUTCOMES

1. A student learns the cues and motives of Entrepreneurship.
2. Students can learn more about types of Enterprises and growth.
3. Knowledge of entrepreneurship prepares the entrepreneurial bent of mind.
4. Problems and perspectives of the entrepreneurship can be understood.
5. It is also possible to students understand and comprehend on venture capital fund.

UNIT - I: ENTREPRENEUR AND ENTREPRENEURSHIP – Understanding Concept of Entrepreneurship – Evolution of Entrepreneurship – Characteristics of Entrepreneur – Types of Entrepreneurs – Role of Entrepreneurship in Economic development in India – Rural Entrepreneurship, Need and Importance of Rural Entrepreneurship – Problems and Perspectives of Rural Entrepreneurship.

UNIT - II: FACTORS AFFECTING ENTREPRENEURIAL GROWTH – Economic Environment – Economic, Non- Economic and Psychological factors – Entrepreneurial Motivation – Entrepreneurial Competencies – Entrepreneurship Development Programmes (EDP's) – Need, Objectives, course content and instruction.

UNIT - III: SMALL, MICRO, MEDIUM SCALE ENTERPRISES – Definition of Small Industry – Characteristics of Small Scale Industry - Objectives – Scope of Small & Micro Industries – Opportunities for entrepreneurial growth in MSMEs – Role of MSMEs in Economic development – MSMEs problems

UNIT - IV: INSTITUTIONAL FINANCE FOR ENTREPRENEURS – Commercial Banks – Role of Commercial Banks in Building Entrepreneurship – Other Financial Institutions such As IFCI, ICICI, IDBI, SFCs, SIDBI and EXIM bank – Non Banking Financial Institutions – LIC.

UNIT - V: VENTURE CAPITAL FINANCING - Concept of Venture Capital Financing – Features, Need and Relevance of Venture Capital – Structure and Regulatory framework for Venture Capital Funds – Growth of Venture Capital in India.

SUGGESTED BOOKS

1. Dr. Vasanth Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Hyd.
2. S. S Khanka, Entrepreneurial Development, S. Chand Publishing House, New Delhi.
3. Dr. Vasanth Desai, Small Scale Industry and Entrepreneurship, Himalaya Publishing House, Hyd.

4. A. Sahay and A. Nirjar Entrepreneurship, Excel Books.
5. Poornima M Charinthmath, Entrepreneurial Development and Small Business Enterprises, Pearson Education Publisher.
6. David H Hott, Entrepreneurship and New Venture Creation, PHI New Delhi.
7. S. R Bowmick & M. Bhowmik, Entrepreneurship, New Age International Books.
8. Morse E.A Mitchel, Cases in Entrepreneurship, Sage Publishers.
9. Raj Aggarwal, Business Environment, Excel Books New Delhi.
10. Donald G Kurato and Richard M Hodgetts, Entrepreneurship, Thompson Publications.

PAPER CODE – DSE 601

COURSE: B) FOUNDATIONS OF TECHNOLOGY MANAGEMENT

COURSE OBJECTIVES:

1. The course aims at providing an overview of various issues connected with Management of Technology in organizations.
2. The course provides an exposure to technology related issues like technology identification, technology forecasting, technology acquisition and technology absorption.
3. The course also provides an appreciation of linkages of technology with policy and support systems.

Course Outcomes:

1. To understand the basics of Technology
2. To understand the role of technology in managing organisations.
3. To forecast requirements of technology for future uses.

UNIT – I: Introduction:

Definitions, Role and importance, Technology developments, implications of Technology Management, Technology change, TLC, Diffusion and Growth of Technologies-Technological Transformation alternatives.

UNIT – II: Technology Development and Acquisition:

Forecasting and Technology Innovation chain, Role of Technology Forecasting approaches and methodologies; Technology Strategy, Generation, and Development.

UNIT – III: Technology Transfer:

Models, Modes, Technology search strategy, Dimensions of Technology Transfer, Features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of conduct for Technology transfer, Government initiative, Technology transfer and absorption process at unit level.

UNIT – IV: Technology absorption and diffusion:

Technology package and Technology dependence, concepts, constraints of Technology absorption, Technology import in India, Government initiatives, Benefits of Technology absorption.

UNIT – V:

Technology Assessment & Evaluation:

Organization and Management of Technology Assessment, Technology Evaluation. Diffusion - Major diffusion activities, Diffusion Strategy.

Suggested Readings:

1. Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore.
2. Rohtagi P K, Rohtagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, New Delhi.
3. Betz Fredrick: Managing Technology, Prentice Hall, New Jersey.
4. Gaynor: Handbook of Technology Management, McGraw Hill.
5. Tarek Khalil: Management of Technology, McGraw Hill International.

PAPER CODE – DSE 602
COURSE: A) FINANCIAL PLANNING (F)

COURSE OBJECTIVES

1. To understand the financial planning process.
2. To understand the risk and returns involved in various investment plans.
3. To study personal finance planning.
4. To study tax planning and its implications for personal finance planning.
5. To understand retirement planning schemes.

COURSE OUTCOMES

1. Students will learn about the financial planning process.
2. Understand the risk and returns involved in investment plans.
3. Understand the concepts of personal finance planning.
4. Attain knowledge on implications of tax planning.
5. Understand various schemes of retirement planning.

UNIT - I: INTRODUCTION TO FINANCIAL PLANNING - Need for Financial Planning, Assessing personal and financial goals, needs and priorities, attitudes and expectations and risk tolerance level, Personal Financial Planning Process, Preparation of Personal Budget, Personal Financial Statements, Responsibilities of a Financial Planner, Time Value of Money, KYC, PAN & AADHAR

UNIT - II: INVESTMENT PLANNING - Introduction to Investment Planning, Investment Criteria- liquidity, safety and Profitability, Investment vehicles (Gold, Bonds, Equity, FD, Insurance, MFs, ETFs, Post Office Savings, Real Estate etc.), Risk and Return associated with these investments, Return comparison over a period of time from different asset classes, Investment strategies, Mutual Funds as Investment Vehicle-Special focus on SIP, STP, and SWP, NFOs, Trading in Commodities, Derivatives and F&Os, Crypto currency, Creating an Investment Portfolio, Awareness of mis-selling in investment products.

UNIT - III: RISK ANALYSIS, INSURANCE PLANNING AND DEBT - Risk analysis, Concept of long term risk, Insurance decisions in personal financial planning, Types of insurance cover- mortality, health, disability, property and liability, ULIPs and Term Plans, Credit Card Financing, Types of Consumer and Home Loans- cost and risk, Credit Score.

UNIT - IV: TAX PLANNING - What is Tax Deduction? Tax Deductions under the Section and respective Subsections of: 80C, 80D, 80E, 80G, 80 I, Sections 80 JJA, 80QQB, 80RRB, 80TTA, 80U and other relevant sections, Direct Tax Code (DTC), Taxation impact on different investment options, Personal tax planning, Filing IT Returns.

UNIT - V: RETIREMENT PLANNING AND ESTATE PLANNING - Wealth creation, retirement planning for an individual, Pension Plans, Provident Fund, Gratuity, Life Insurance Plans., General Insurance Plans, Reverse Mortgage Plans, Senior Citizen Schemes, What is Estate? Who needs Estate Planning? Transferring assets during life time, Power of Attorney, Transferring assets post death – e.g., Nominations, Will, and Creating Trusts.

SUGGESTED BOOKS

1. Basics of Personal Financial Planning Insurance Education Series by NIA, K C Mishra, Steward Doss, Cengage Delmar Learning India Pvt. Ltd.
2. Introduction to Financial Planning, Indian Institute of Banking & Finance
3. Personal Financial Planning Theory and Practice, Kaplan Schweser
4. Personal Finance, E. Thomas Gorman and Raymond E. Fogue, Southwest-Western Cengage Learning.
5. Fundamentals of Financial Planning, Michael Dalton, Joesph Gillice, James Dalton and Thomas Langdon, Money Education
6. Personal Financial Planning, Benedict Koh Wai Mun Fong, Pearson
7. Personal Financial Planning, Lawrence J. Gitman , Michael D.Joehnk, Cengage now.

PAPER CODE – DSC 602
COURSE: B) RETAIL MANAGEMENT (M)

COURSE OBJECTIVES

1. To understand the concept and trends of retailing management.
2. To study different models and classification bases of retail market.
3. To study the significance of IT in retail stores.
4. To know the human resource management issues in Indian retail industry.
5. To understand the role of strategic planning in retailing.

COURSE OUTCOMES

1. Understand the concept and trends of retailing.
2. Obtain knowledge on structural changes in retail market.
3. Understand the implementation of IT in retail stores.
4. Gain knowledge on HR Challenges in Indian retail industry.
5. Understand the process of implementing strategies in retailing.

UNIT - I: OVERVIEW OF RETAILING - Retailing – Meaning – Nature – Scope – Characteristics and Functions – Retail Management – Marketing concepts applied to Retailing – Retailing as career – Trends in retailing – Modern retail formats – E-tailing.

UNIT - II: MODELS AND CLASSIFICATION OF RETAILING – Retail Model and Theories of structural changes in retailing – Classification of retailers and retail markets – Classification on the basis of ownership – Classification on the basis of Merchandise mix – Life cycle and phase in growth of retail markets – Methods of customer interaction.

UNIT - III: INFORMATION TECHNOLOGY IN RETAILING – Role of technology and automation in retailing – e-tailing and e-commerce – IT formats in retailing – RFID, bar coding – direct marketing - issues and challenges in the use of online virtual space – ethical challenges – privacy and safety concerns – firewalls.

UNIT - IV: RETAIL HRM – Managing retail personnel – manpower planning, recruitment, selection, training, compensation - issues relating to employee retention and career planning – employee service quality measurement

UNIT - V: RETAIL STRATEGIC PLANNING – steps in designing a retail strategic plan – retail positioning strategy- building retail store image, retail strategy and structure – multi brand retailing – role of ASSOCHAM.

SUGGESTED BOOKS

1. Retail Management-Chetan Bajaj, Rahnish Tuli and Nidhi V. Srivastava, Oxford University Press, New Delhi.
2. Michael Levy and Barton A Weitz, Retailing Management, McGraw-Hill Inc., US, (ISE Editions).
3. Modern Retail Management – Principles and Techniques, J. N. Jain and P. P. Singh, Regal Publications, New Delhi-27.
4. Retailing Management – Text and Cases, Swapna Pradhan, Tata McGraw Hill
5. Retail Management, S. L. Gupta, Wisdom Publications, Delhi.
6. Retail Management – Barry Berman & Joel R. Evans, Prentice Hall of India, New Delhi.

7. Gibson G. Vedamani, Retail Management: Functional Principles and Practices, Jaico Publishing, Bengaluru.
8. R. Sudharshan, S. Ravi Prakash and M. Subrahmanya Sarma, Retail Management: Principles & Practices, New Century Publications, New Delhi.

PAPER CODE - DSE 602
COURSE: C) PERFORMANCE MANAGEMENT (HR)

COURSE OBJECTIVES

1. To provide understanding of employee performance and measures to improve through HRD.
2. To study the dimensions and methods of performance appraisal and its effectiveness.
3. To familiarize the students with techniques of performance measurement.
4. To diagnose performance measurement methods and strategies for improvement.
5. To understand the role of managers in employee counseling.

COURSE OUTCOMES

1. The students would gain the process of employee performance through HRD.
2. The students would be familiarized with the dimensions of performance appraisal and its effectiveness.
3. Students gets familiarized on various techniques performance measurement.
4. Learn about the performance measurement methods and improvement strategies.
5. Students will be able know the about the various counselling methods for improving the mental health of employees.

UNIT - I: INTRODUCTION - Performance Appraisal – Concept, Definition, Philosophy, Nature, Scope purpose, Uses, Benefits, Components, objectives and systems.

UNIT - II: PLANNING PERFORMANCE - Performance Appraisal – Employer and Employee perspective, performance appraisal versus performance management and merit rating. Identifying performance dimensions, KPA's and performance planning, Performance Appraisal process. Developing an effective appraisal program. Issues in appraisal design.

UNIT - III: PERFORMANCE MEASUREMENT - Methods of Performance Appraisal, Pros and Cons of 360 Degree Appraisal. Types of Appraisal Interviews and Conducting Appraisal Interviews. Barriers to effective appraisal and overcoming barriers to appraisal.

UNIT - IV: IMPROVING PERFORMANCE - Identifying sources of ineffective performance. Performance Diagnosis, factors that influence performance, legal issues in Performance Appraisal. Strategies to improve performance.

UNIT - V: COUNSELLING - Employee counselling, characteristics of people with good mental health, need and functions of counselling, manager's role in counselling. Types of counselling.

SUGGESTED BOOKS

1. David A Decenzo, Stephen P Robbins, "Fundamentals of Human Resource Management", Wiley Publications.
2. Snell / Bohlander, "Human Resource Management", Thomson.
3. Luis R. Gomez Mejia, David B Balkin, Robert L. Cardy, "Managing Human Resources, PHI Pvt. Ltd.
4. John W Newstrom, "Organizational Behaviour", Mc Graw Hill.
5. L.M. Prasad, "Principles and practices of Management", Sultan Chand & Sons.

COURSE CODE: DSE 602
COURSE: D) DATA VISUALIZATION(S)

COURSE OBJECTIVES

1. To understand the concept and benefits of visualization.
2. To understand the usage of different visual encoding.
3. To study about various facets of data representations.
4. To provide hands on working with Tableau data tool.
5. To understand the methods of presentation, creating dashboards and animations.

COURSE OUTCOMES

1. Students will be able to understand the concept and benefits of visualization.
2. Understand the usage of different visual encoding.
3. Students will be able to represent the data through charts and maps.
4. Provides students hands on working experience with Tableau data tool.
5. Understand different methods of presentation, creating dashboards and animations.

UNIT - I: INTRODUCTION TO VISUALIZATION - Concept and importance of data visualization, Choosing appropriate visual encodings – ordering of items, number of distinct values, structure of visualization, Positioning - Placement and Proximity, Graphs and Layouts, Colors, Size, Text and Typography, Shape, Lines.

UNIT - II: WORKING WITH TABLEAU DATA SOURCE AND BASIC CHARTS - Introduction to Tableau, Connecting to Data Source: Text Files, Excel, Access, other databases, merging multiple data sources, Univariate Charts – Creating tables, bar graphs, pie charts, histograms, line charts, stacked bar graphs, box plots, Showing aggregate measures, Bivariate Charts – Creating tables, scatter plots, swapping rows and columns, adding trend lines, selecting color palettes, using dates

UNIT - III: MULTIVARIATE CHARTS AND MAPS - Facets, area charts, bullet graphs, dual axes charts, Gantt charts, heat maps, Maps – Setting geographical roles, placing marks on map, overlaying demographic data, choropleth maps, polygon shapes, customizing maps

UNIT - IV: USER DEFINED FIELDS - Using predefined fields, calculating percentages, applying if-then logic, applying logical functions, showing totals and percentages, discretizing data, manipulating text, aggregate data

UNIT - V: CUSTOMIZATION - Adding title and caption, font size and colors, adding various marks, adding reference lines, using presentation mode, adding annotation, adding drop-down selectors, search box selectors, slider selectors, creating dashboards, creating animated visualizations

SUGGESTED BOOKS

1. Nandeshwar, A., Tableau Data Visualization Cookbook, Mumbai: PACKT / Shroff Publishers.
2. Iliinsky, N. & Steele, J., Designing Data Visualizations, Mumbai: O'Reilly / Shroff Publishers.
3. Milligan, N. J., Learning Tableau, Mumbai: PACKT / Shroff Publishers.
4. Jones, B. Communicating Data with Tableau, Mumbai: PACKT / Shroff Publishers

<https://www.tableau.com/products/desktop/download>

PAPER CODE – DSE 603
COURSE: A) FINANCIAL SERVICES (F)

COURSE OBJECTIVES

1. To impart knowledge regarding the components of Indian Financial System.
2. To provide in depth understanding of different avenues of financial system viz. Commercial banking services, leasing, Credit rating, Merchant Banking and advisory services.
3. To enable the students to understand the role & functioning of regulatory bodies in financial sector.
4. To know the various credit rating agencies and credit rating procedures.
5. To know the advantages of mutual funds.

COURSE OUTCOMES

1. Understand the various services offered and various risks faced by banks.
2. Explores the concepts of Money, Money Supply and Money Creation in an economy.
3. Gives a practical knowledge in credit rating procedures.
4. Impart knowledge of Financial Markets, Financial Institutions, Financial Services and Financial Instruments that formulates a financial system.
5. Gives a practical understanding of RBI, its functioning, provision and operations and also able to understand various financial planning like credit and monetary planning.

UNIT - I: FINANCIAL SERVICES - Concept, types of financial services, fund based and fee based financial services, importance of financial services; providers of financial services – banks, insurance companies, Non banking financial institutions; regulators of financial services sector in India – functions of RBI, IRDA, SEBI.

UNIT - II: COMMERCIAL BANKING SERVICES - Fund based and non fund based services, retail banking products- ATM, credit card services, debit card service, NEFT, safe deposit lockers; Insurance- meaning, advantages, types of insurance (life, general), types and features of Life insurance policies and general insurance policies

UNIT - III: LEASING - Meaning, definition, advantages to lessor and lessee, types of leases -operating, finance, leveraged, sales and lease-back, leveraged, cross-border; Hire Purchase, Meaning, Definition, advantages, Factoring-concept, types of factoring, costs and benefits of factoring; Bill Discounting

UNIT - IV: MERCHANT BANKING AND ADVISORY SERVICES - Functions and activities, underwriting, book building, reverse book building, debenture trustees, portfolio managers; security brokerage –meaning, types of brokers; Depository - meaning, merits of Depository, Depositories in India (NSDL, CDSL), dematerialization –meaning, process, and advantages.

UNIT - V: CREDIT RATING - steps in credit rating, rating symbols and meaning, credit rating agencies (CRISIL, ICRA, CARE); Venture Capital Financing (VCF) -Meaning, Steps in VCF, Methods of VCF, Disinvestment mechanism, VCF in India; Mutual Funds-meaning, types, advantages of mutual funds.

SUGGESTED BOOKS

1. Meir Kohn, "Financial Institutions and Markets", Oxford University Press.
2. Khan. M.Y., "Financial Services", Tata McGraw-Hill, Pvt. Ltd., New Delhi.
3. Gordon and Natarajan, "Financial Markets and Services", HPH, Mumbai.
4. Bharti Pathak, "Indian Financial System", Pearson Education.
5. Avadhani. V.A., "Financial Services in India", HPH.
6. Dr. Gurusamy. S., "Financial Services", Tata McGraw-Hill, Education Pvt. Ltd., New Delhi.
7. Vasant Desai, "Financial Markets and Financial Services", HPH, Mumbai.
8. Punithavathy Pandian, "Financial Services and Markets", Vikas Publishing House.
9. Mishkin. F.S. and Eakins. S.G., "Financial Markets and Institutions", Pearson Education.
10. Harold L Vogel, "Financial Markets Bubble and Crashes", Cambridge.
11. Meir Kohn, Financial Institutes and Markets, Oxford University Press.
12. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing House.
13. Madura, Financial Institutions and Markets, Cengage Learning.
14. L.M.Bhole and Jitendra Mahakud, Financial Institutions and Markets, Mc Graw Hill.

PAPER CODE – DSE 603
COURSE: B) BRAND MANAGEMENT (M)

COURSE OBJECTIVES

1. To make the students understand the concept of branding and its significance.
2. To understand the methods of managing brands and strategies for brand management.
3. To understand the concept of Brand extension and its pros and cons.
4. To enable the student, understand how brand personality benefit the firm.
5. To understand how branding contributes to a company's' value.

COURSE OUTCOMES

1. Systematic understanding and comprehensive knowledge of brand Theories and concepts.
2. Critical awareness of the external challenges of Managing Brands in the Global Environment
3. Critically assess the role of the brand with in an organizations overall Market position.

UNIT - I: INTRODUCTION TO BRAND MANAGEMENT - Concept of Branding – Définition – Significance of Brand – Brand Types – Difference between Brand and Product – Braking – Brand Building – Brand Launching.

UNIT - II: BRAND AWARENESS – Branding and Advertisement – Creating Brand Awareness – AIDA Model – Branding Strategies – Brand Communication.

UNIT - III: BRAND EXTENSION – Brand Line Extension – Horizontal Extension Pros and Cons of Brand Extension – Related Extension – Unrelated Extension–Brand Generic Branding.

UNIT - IV: BRAND PERSONALITY - Branding–Brand Personality–Brand Positioning–Re Positioning–Brand Positioning Strategies Brand Positioning Variables.

UNIT - V: BRAND EQUITY – Concept of Brand Equity – Brand Awareness – Personality –Positioning – Enhancing Brand Equity, Brand Management – Planning – Sources Brand.

SUGGESTED BOOKS

1. Keller, Parameshwaran Jacon, Strategic Brand Management, Pearson.
2. Gulnar Sharma, Karan Singh Khundia, Brand Management, Himalaya Publishing House.
3. Kirti Dutta, Brand Management: Principles and Practices, Oxford University Press.
4. Y L R Moorthi, Brand Management: The Indian Context, Vikas Publishing House.
5. Thapan K Panda, Product and Brand Management, Oxford University Press.
6. Richard Elliott, "Strategic Brand Management", Oxford Press.
7. Kavin Keller, "Strategic Brand Management", Pearson Edition.
8. Chunnawala, "Compendium of Brand Management", Himalaya Publishing House.
9. Helen Edwards, "Creating Passion Brands", Kogan Page Publishers.

PAPER CODE – DSE 603
COURSE: C) ORGANIZATIONAL DEVELOPMENT (HR)

COURSE OBJECTIVES

1. To lay conceptual foundation in students and lead and manage planned change in organization.
2. To help Organization Development process and programmes.
3. To familiarize with various interventions and techniques of Organization development.
4. To study about the OD interventions and consultation process.
5. To understand various applications of OD.

COURSE OUTCOMES

1. The students would gain the conceptual clarity of OD and its process.
2. The students would be familiarized with the major OD interventions.
3. Students get familiarized on various techniques and interventions of OD.
4. Learn about the OD interventions and consultation process.
5. Students will be able to use various applications of OD.

UNIT - I: INTRODUCTION - Organization Development- Definition, Characteristics, Evolution, Process, Benefits and Limitations, Values, Assumptions and Beliefs in OD.

UNIT - II: OD MODELS - Kurt Lewin and Burke – Litwin models of Organizational Change, Systems Theory, Participation and Empowerment, Teams and Team Work.

UNIT - III: OD PROCESS - The Six Box Model, Third wave consulting, Phases of OD Programs, Change Management Models, The Generic Parallel Learning Structure Intervention Process, Steps to Transforming an Organization.

UNIT - IV: OD INTERVENTIONS - Factors to Plan and Implement OD, Results of OD Interventions, Classification of OD Interventions. OD Consultation: Process Consultation, Coaching and Counseling Interventions. Team Building: Gestalt Approach to Team Building, Techniques in Team Building.

UNIT - V: APPLICATIONS OF OD - Socio-Technical Systems, Self-Managed Teams, MBO and Appraisal, Quality Circles, Quality of Work Life, Total Quality Management, Self-Design Systems, High Performance work systems.

SUGGESTED BOOKS

1. Wendell French, Cecil, H. Bell, Jr., “Organization Development”, Prentice Hall of India.
2. Veena Vohra, “Organization Development”, Prentice Hall.
3. Thomas G. Cummings, Christopher G Worley, “Organization Development and Change”, Thomson.
4. S. Ramanarayan, T.V. Rao, Kuldeep Singh, “Organization Development- Intervention and Strategies”, Response Books.
5. Kavitha Singh, “Organization Change & Development”, Excel Books.

COURSE CODE - DSE 603
COURSE: D) DATA MINING (S)

COURSE OBJECTIVES

1. To acquaint the students with the concept of data mining and its benefits.
2. To study the techniques of classification and different classifiers.
3. To give a hands-on experience in working with a data mining tool.
4. To understand about Cluster Analysis and different clustering methods.
5. To know about the applications of data mining in different contexts.

COURSE OUTCOMES

1. Understand the concept of data mining and its benefits.
2. Perform classification using data mining tool.
3. Perform association analysis and clustering using a data mining tool.
4. Understand the methods of analyzing different clustering techniques.
5. Understand the applications of data mining in different contexts.

UNIT - I: Introduction to Data Mining: Definition and concept of Data mining, Data mining tasks, KDD process, Benefits of data mining

UNIT - II: Classification Techniques: Basic concept of classification problem, Decision tree method, Rule based classifier, Nearest neighbor classification, Bayesian classifier, Evaluating classifiers

UNIT - III: Association Analysis: Concept of association, Frequent itemset generation, Rule generation, Sequence Mining, Evaluating association patterns – Confidence and Support metrics

UNIT - IV: Cluster Analysis: Concept of clustering, Types of clustering techniques, K-means, Agglomerative Hierarchical Clustering, Prototype based clustering, Density based clustering, Outlier detection in clusters, Cluster Evaluation

UNIT - V: Data mining Applications: Data mining applications in the area of Marketing and Finance, Web Mining, Text Mining

SUGGESTED BOOKS

1. Tan, P. N., Steinbach, M., & Kumar, V., Introduction to Data Mining, New Delhi: Pearson Education.
2. Soman, K.P., Diwakar, S., & Ajay, V., Insight into Data Mining Theory and Practice, New Delhi: Prentice Hall of India.
3. Witten, I.H., Frank, E., & Hall, M. A., Data Mining Practical Machine Learning Tools and Techniques, New Delhi: Elsevier / Morgan Kaufmann.
4. Jiawei, H., Kamber, M., & Pei, J., Data Mining: Concepts and Techniques, New Delhi: Elsevier / Morgan Kaufmann.

VII - SEMESTER

PAPER CODE – DSC 701
COURSE: BUSINESS ENVIRONMENT AND POLICY

COURSE OBJECTIVES

1. To provide insight into the business environment inside and outside of the organization.
2. To know the major and minor factors affecting the business in various streams.
3. To know the different environment like, political, technological and economic environment in the business.
4. To acquire in-depth knowledge about legal environment etc.
5. To provide information which is helpful in the making policies and decision of any organization.

COURSE OUTCOMES

1. Helps students to understand the different environment in the business climate.
2. Students will be able to evaluate the legal, social and economic environments of business.
3. Students will be able to apply decision-support tools to business decision making.
4. Students will have broad understanding of Indian Financial system.
5. Students will have awareness on current economic situation and economic policies in India.

UNIT - I: BUSINESS ENVIRONMENT AND ANALYSIS - Nature, Composition and Scope of Business Environment. Business Environment and its impact on different kinds of business decisions. Economic growth and Economic Development. Analysis of India's National Income. Recent trend in the growth of National Income and its important components: Saving, Investment, Industry, Agriculture and Tertiary Sectors.

UNIT - II: INDIAN FINANCIAL SYSTEMS - Evolution and Structure of Indian Financial System. Elements of Indian Financial System—Markets, Institutions, and Environment. Money Market and the role of banking, Non-banking and Unorganised Sector. Regulatory function of RBI with special reference to Money market. Components of Capital Market—Primary, Secondary, Debt and Equity Market. Problems and Prospects of Indian Capital Market.

UNIT - III: ECONOMIC POLICIES OF INDIA - Industrial Environment and Policy. Role of SSUs, and MNCs. Policy of Public Sector and its role in the economy. Competition Law. Polices on Foreign Investment and Trade (EXIM).

UNIT - IV: LIBERALISATION, PRIVATISATION, AND GLOBALISATION (LPG) IN INDIAN ECONOMY - Concept of LPG, Process of LPG followed in India. Globalization and role of WTO. Regional Trading Blocks. India's Foreign Trade and Agreements with Trading Blocks.

UNIT - V: ECONOMIC SURVEY AND UNION BUDGET - Fiscal Policy and Present Tax Environment –Direct and Indirect Taxes. Concept of Value Added Tax. Current Year's Economic Survey and Union Budget.

SUGGESTED BOOKS

1. Justin Paul, "Business Environment", McGraw-Hill Companies.
2. Misra and Puri V.K, "Indian Economy", Himalaya Publishing House, Bombay.
3. Shaik Saleem, "Business Environment", Pearson Edition.
4. K. Aswathappa, "Essentials of Business Environment", HPH.
5. Vivek Mittal, "Business Environment", Excel Books, New Delhi.

PAPER CODE – DSC 702
COURSE: MANAGEMENT ACCOUNTING AND CONTROL

COURSE OBJECTIVES

1. To enhance the abilities of students to develop the concept of management accounting and its significance in the business.
2. To enhance the abilities of students to analyze the financial statements.
3. To enable the students to understand, develop and apply the techniques of management accounting in the financial decision making in the business corporates.
4. To make the students develop competence with their usage in managerial decision making and control.
5. To focus on Strategic management accounting and control - marginal costing, divisional Performance – CAP analysis and life cycle costing.

COURSE OUTCOMES

1. Enables the Students to apply management accounting techniques in business operations.
2. Students would learn to take decisions based on Marginal costing techniques.
3. Course helps students to develop and apply the techniques of management accounting in the financial decision making in the business corporate.
4. Students develop competence with their usage in managerial decision making and control.
5. Course helps students in broader understanding on cost CVP analysis and its application in important decision making of the business.

UNIT - I: INTRODUCTION TO MANAGEMENT ACCOUNTING & CONTROL - Management accounting – Meaning – Scope – Strategic importance – nature and characteristics of Management Accounting – Cost behavior and decision making–Fixed and variable costs– C.V.P analysis–Marginal Costing–Concept of breakeven analysis– Uses for decision making– Optimization of product mix–Make or buy–Capacity Utilization–Plant shutdown–Key factor analysis Introduction to Management Control - Nature of Management Control – Control in organizations –Planning and Control Processes – Strategic Planning – Goals and Strategies - Management Control – Operational Control – Overview of Management Control Systems – Behavior in Organizations – Organization Structure – Management Behavior – Types of Controls -Function of the controller.

UNIT - II: MANAGEMENT CONTROL & ACCOUNTING FOR CONTROL - Information Theory – Types of Information- Accounting Information – Management Control Information - 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 – Behavioural 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, “Management Accounting”, Cengage Learning, New Delhi.
2. Bamber, Braun & Harrision, “Managerial Accounting”, Pearson Ed, New Delhi.
3. Ronald. W. Hilton, G. Ramesh & M. Jayadev, “Managerial Accounting”, Tata McGraw-Hill.
4. Ward. K, “Strategic Management Accounting”, Butterworth Heinemann, New Delhi.
5. Edward J. Blocher, Kung H. Chen, Gary Cokins and Thomas W. Lin, “Cost Management-A strategic Emphasis”, Tata McGraw Hill.
6. “Management Control System”, Anthony & Deardon, Asish K. Bhattacharya, “Cost Accounting for Business Managers, Elsevier”, New Delhi.
7. Garrison, Noreen and Brewer, “Managerial Accounting”, Tata McGraw Hill.

PAPER CODE – DSC 703
COURSE: TECHNOLOGY AND BUSINESS

COURSE OBJECTIVES

1. To educate students on importance of technology and its applicability to achieve organizational goals.
2. Students will be able to think critically to analyze and solve business problems.
3. Students will be able to demonstrate professional communication skills, illustrate the competencies necessary to compete in a global technological environment.
4. Students will be able to apply knowledge of current technology and trends to solve business problems.
5. To provide information to students which can build a career in business and technology.

COURSE OUTCOMES

1. The course enhances students' knowledge on Technology and Business.
2. Students will also learn the essentials of working in a business environment, managing a business, and owning a business.
3. Students get updated with latest technology applied globally.
4. The course enhances student's knowledge in current trends and technologies.
5. It provides the academic knowledge and skills to pursue global career opportunities and helps develop a broad understanding of businesses.

UNIT - I: INTRODUCTION - Definitions Role and Importance, Technology Development, Implications of Technology Management, Technology change, TLC, Diffusion and Growth of Technologies Technological Transformation Alternatives, Technology Policy and Planning, Technology development _Options & Strategies, Socio- Economic Planning, Production Functions & Technological Change, Macro effects of Technology change.

UNIT - II: TECHNOLOGY DEVELOPMENT AND ACQUISITIONS - Forecasting and Technology Innovation Chain, Role of technology Forecasting approaches and methodologies Technology Strategy, Generations, and Development.

UNIT - III: TECHNOLOGY TRANSFER - Models Modes, Technology search strategy, Dimensions of Technology Transfer, features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of Conduct for Technology Transfer, Government initiative Technology transfer and absorption Process at Unit Level.

UNIT - IV: TECHNOLOGY ABSORPTION AND DIFFUSION - Technology – Package and Technology Dependence, Concepts Constraints of Technology absorption, Technology Import in India, Government initiative, Benefit Technology absorption. Technology Assessment (TA) Organization and Management of Technology Assessment, Technology Evaluation. Diffusion – Major Diffusion activates, Diffusion strategy.

UNIT - V: TECHNOLOGY ENVIRONMENT – Science & Technology in India, R&D, Technology Missions, Trade Policy, Education, and other Policies, Linkages, Technology Support System Financing – Venture Capital, Technology Gaps and needs Evaluation of Technology option Routes, R & D Resource Management.

SUGGESTED BOOKS

1. Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore.
2. Rohtagi P.K, Rohatagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, New Delhi.
3. Detz Fredrick: Managing Technology, Prentice Hall, New Jersey.
4. Gaynor: Handbook of Technology Management, McGraw Hill.
5. Khalil: Management of Technology, McGraw Hill International.

PAPER CODE – DSC 704
COURSE: INTERNATIONAL BUSINESS

COURSE OBJECTIVES

1. To impart global marketing skills to the learners.
2. To make the student learns about global business environment.
3. To expose the student towards various practical approaches of global business.
4. To provide international market analysis to the learners.
5. To provide global human resource management strategies.

COURSE OUTCOMES

1. Students will learn global marketing skills.
2. The students will be able understand global business environment.
3. They will be able to understand the Practical approaches of global business.
4. The strategies for international market entry can be obtained.
5. Students will be to know about human resource management inter cultural management in the global context.

UNIT - I: INTRODUCTION TO GLOBAL BUSINESS - Evolution of International business - Globalization of business, Internationalization process, International Business Approaches, International Trade Theories - Adam smith theory, David Ricardo, International Product Life Cycle theory, Rostov's growth theory - Regional Business and Global Business. Electronic Global Business.

UNIT - II: BUSINESS & REGULATION - Rationale for Government Intervention - Forms of Trade regulations at National Level - Tariff and Non - Tariff Barriers - Regional Economic Integrations - Levels of Economic Integration- Benefits and Costs of Integrations - Multinational Companies - Entry methods – Cost benefit Analysis - Impact on National Economies.

UNIT - III: GLOBAL BUSINESS AND MULTILATERAL AGREEMENTS - Basic Principles of Multi-lateral Trade Negotiations- GATT and Its Evolution- Dunkel's Draft-WTO Structure- Functions- Success Stories- TRIPS, TRIMS, - Other Regional Trade Blocks – NAFTA, EU, ASEAN, SAFTA and UNCTAD.

UNIT - IV: GLOBAL BUSINESS ENTRY STRATEGIES - Global Market Entry Strategies – Exporting, Licensing, Franchising, Contract Manufacturing, Turnkey Projects, Joint Ventures, Mergers, Acquisitions- Strategic alliances, Types of Alliances, Corporate Analysis, Intelligent Alliances – Electronic global business approaches – E- Business models- Risks and Rewards – Cost Benefit analysis of Entry Strategies.

UNIT - V: MANAGING GLOBAL BUSINESS - Strategy and Global Business- Global Business Planning and Implementing Strategies- Designing Effective International Organizations- Cross Cultural Management- Culture and International Business- Intercultural Communications- Human Resource Management in global context- Human Resource Planning, Training and Development- Managing Expatriates- International Labour Relations.

SUGGESTED BOOKS

1. Richard M Hodgets & Fred Luthans, "International Management" T M H, New Delhi.
2. John D Daniel & Lee H. Radebaugh, International Business" Pearson Education.
3. Alan M. Rugman, Richard M. Hodgetts, "International Business" Prentice Hall
4. P. Subbarao, "International Business" Himalaya Publishing House.
5. Chary S N, "Elements of International Business" John Wiley Publications.
6. Larraian Seigal, "International Business" Times Business random House, New York.
7. Manab Thakur, Gene E. Burton & B N Srivastava, " International Management" Concepts and Cases, T M H.
8. John B. Cullen, "Multinational Management" A Strategic Approach" Thomson Publication.



PAPER CODE – DSC 705
COURSE: HOSPITALITY MANAGEMENT

COURSE OBJECTIVES

1. To learn about the Hospitality Industry and related sectors
2. To learn about the evolution of Hotels
3. To understand the features of Tourism industry
4. To learn about travel and transport systems

COURSE OUTCOMES

1. To understand the various components of Hospitality industry
2. To learn the management practices of Hospitality and related sectors.
3. To learn about Tourism products in elements and Characteristics
4. The student will be able to take up a career in Hospitality industry

UNIT – I: INTRODUCTION TO HOSPITALITY INDUSTRY - The Hospitality industry – Origin and Growth - Tourism Industry – Importance of Tourism – Industries related to tourism industry – Employment opportunities in Hospitality..

UNIT – II: HOSPITALITY AND ITS RELATED SECTORS - Theme parks – Conventions – Cruising – Special events – Recreation and leisure - Tourism and hospitality in contemporary world – Gaming and Casino operations worldwide – present trends.

UNIT – III: HOTEL INDUSTRY - Evolution of Hotel Department – Classification and types of Hotels – Front office management – Food and Beverage Management - House Keeping Management – Nutrition and food hygiene.

UNIT – IV: TOURISM INDUSTRY - Definition of Tourism – Features - Types of Tourists - Tourism Activities – Tourism infrastructure and its components – Tourism products in elements and Characteristics - Scope of tourism – relation of hospitality industry with tourism.

UNIT –V: TRAVEL AND TRANSPORT - History, growth and present status of travel agency – Travel formalities – Linkages and arrangements with hotels – airlines and transport agencies - transport system – different types of transport – technological impact on travel industry.

SUGGESTED BOOKS

1. Introduction to Management in the Hospitality industry – Clayton W Barrows.
2. Introduction to Hospitality Management by John R Walker – Pearson Publisher.
3. Introduction Hospitality Management, Concepts and Cases–Alan Clarke Wei Chian – Elsevier.
4. Hospital Management an Introduction - Tim Knowles – Longman.
5. Marketing for Hospitality and Tourism – Philip Kotler, John T Bowen James C Makens.

PAPER CODE – OE 701
COURSE: A) MOBILE COMMERCE

COURSE OBJECTIVES

1. To acquaint the students with the Mobile Commerce concepts and environment.
2. To understand the impact of information and communication technologies on business.
3. To learn about the developments in wireless technology.
4. To understand the M-Commerce applications.
5. To get awareness of the development in M-Commerce Applications and technology.

COURSE OUTCOMES

1. Learn the fundamental principles of e-business and e-commerce.
2. Understand the impact of information and communication technologies on business.
3. Develop an understanding of the tools and services used by virtual e-commerce sites.
4. Understand the applications of M-Commerce.
5. Awareness of the developments in M-Commerce Applications and technology

UNIT - I: E-COMMERCE CONCEPTS - Anytime commerce, dimensions of e-commerce, E-commerce business models. M-commerce concepts: An information systems perspective, anytime, anywhere commerce, Impact of mobility on e-commerce, M-commerce business models. M-commerce value chain, M-commerce information system functional model, Case study.

UNIT - II: M-COMMERCE TECHNOLOGY - Types of Mobile clients (mobile phones, PDAs, laptop computers, vehicle-mounted devices, hybrid devices), Device limitations: considerations for user interface and application design Device location technology: GPS, triangulation. Mobile client software: Mobile device operating systems, Micro browsers, Mobile device communications protocols: WAP, i-Mode, Mobile device page description languages, Mobile device application software.

UNIT - III: WIRELESS COMMUNICATIONS TECHNOLOGY - Wireless wide area network (WWAN) technology: cellular systems 2G (CDMA, TDMA, GSM), 2.5G (GPRS, EDGE), 3G (WCDMA/UMTS, CDMA2000), 4G. Wireless local area network (WLAN) technology (wi-fi), Wireless metropolitan area network (WMAN) technology (wi-max) Wireless personal area network (WPAN) technology (Bluetooth).

UNIT - IV: M-COMMERCE APPLICATIONS - Mobile financial services, Mobile advertising, Mobile inventory management, Mobile product location and shopping, Mobile proactive service management, Mobile business services, Mobile auction, Mobile entertainment, Mobile office, Mobile distance education, Mobile information access, Vehicular mobile commerce, Telematics Location-based applications, M-commerce cases.

UNIT - V: WIRELESS APPLICATION DEVELOPMENT - The wireless application: client side, server side, WAP. Installing and using Open wave Phone Simulator, M-commerce

trust, security, and payment: Trust in m-commerce, Encryption, Authentication, confidentiality, integrity, and non-repudiation. Mobile payment, M-commerce issues, Technology issues (Mobile client issues, Communications infrastructure issues and other technology issues) Application issues, Global m-commerce issues, Beyond m-commerce

SUGGESTED BOOKS

1. Mobile Commerce: Technology, Theory and Applications, E. Brian Mennecke, J. Troy Strader, Idea Group Inc., IRM press.
2. The Economics of Electronic Commerce, Choi, S. Y., D. O., Stahl, and A. B. Whinston, Macmillan Technical Pub.
3. Mobile Commerce: Opportunities, Applications, and Technologies of Wireless Business, Paul May, Cambridge University Press March.
4. M-Commerce Crash Course, P. J. Louis, McGraw- Hill Companies.
5. The Definitive Guide, 5th ed., Musciano, C, and B. Kennedy, HTML & XHTML, O'Reilly Media.
6. e-commerce- Concepts and Applications, Nidhi Dhawan, International book house.

PAPER CODE – OE 701
COURSE: B) RURAL MANAGEMENT

COURSE OBJECTIVES

1. To enable to the students to gain knowledge in Rural Development Concept & strategies.
2. To educate the students on Rural Community Development.
3. To enhance the students understanding on the issues prevailing in rural areas and invent solutions for better rural development.
4. It makes students to understand the socio-economic conditions of rural folk.
5. To enhance the students' knowledge on Gandhian and Tagore's views on rural development.

COURSE OUTCOMES

1. The course provides the students the chance to contribute towards uplifting and betterment of those sections of the society, where the light of development is yet to reach.
2. It prepares students for successful business careers in a rural market.
3. It prepares students to become responsible and contributing members of the community.
4. Sustainability-supportive learning helps Students to demonstrate an understanding of the nature of systems.
5. Students would gain knowledge on get more acquaintance with rural management, problems and administrative structure.

UNIT - I: RURAL DEVELOPMENT - Concept, Importance, Nature and scope, Characteristics of rural economy, Concept of development, Distinction between development and growth, Indicators of development, Prerequisites for rural development, Main obstacles to rural development, Factors governing rural development. Gandhian and Tagore's views on rural development.

UNIT - II: RURAL MANAGEMENT - Nature, Scope and challenges in marketing operations, human resources and finance in rural areas. Entrepreneurship opportunities in rural areas.

UNIT - III: RURAL COMMUNITY DEVELOPMENT - Concept of community, Function of Community, community profile: Process and tools. Community development: Characteristics, Principles and scope, Panchayat Raj and community development in India.

UNIT - IV: RURAL ADMINISTRATION - Concept and scope, Administrative structure: State, District, Block, Gram panchayat and panchayat samities-Power, functions, elections and working problems.

UNIT - V: SUSTAINABLE DEVELOPMENT - Biodiversity and its conservation, Environmental pollution, air, water and soil pollution, Solid waste management, Social issues and environment, Climate change, Global warming, Ozone layer depletion, Water conservation, Rain water harvesting Watershed management.

SUGGESTED BOOKS

1. Lekhi, R.K. "The Economics of Development and Planning" Kalyani Publishers, New Delhi.
2. Desai, V. "Fundamentals of Rural Management" Rawat Publications, New Delhi.
3. Satya Sundram, I. "Rural Development" Himalaya Publishing House, New Delhi.
4. Prasad, B. K. "Rural Development: Concept, Scope and Strategy" Sarup and Sons, New Delhi.
5. Chamola, S. D., and Bharti, A. "Agriculture and Rural Development in India" Global Vision Publishing House, New Delhi.
6. Singh, K. "Rural Development: Principle, Policies and Management" Sage, New Delhi.

VIII - SEMESTER

PAPER CODE – DSC 801
COURSE: OPERATIONS RESEARCH

COURSE OBJECTIVES

1. To give an overview of different Optimization Techniques useful for problem solving and decision making.
2. To introduce OR techniques such as Linear Programming Problem.
3. To analyse the managerial applications of Assignment problems and Transportation problems.
4. To Study network Concepts and techniques like PERT and CPM.
5. To study quantitative competitive strategy models such as game theory, simulation and queuing theory.

COURSE OUTCOMES

6. Helps in formulating real life situations in organizations in Quantitative form.
7. Helps in formulating strategies for optimal use of various resources within the organizations.
8. Enables the students to understand the managerial applications of transportation problems.
9. Students will be able to know the concepts of network fundamentals and resource analysis and allocations.
10. Students will be able to know the simulation process and application of optimization tools for decision-making.

UNIT - I: INTRODUCTION - Introduction to OR- Origin, Nature, definitions, Managerial applications and limitations of OR. Linear and Non- Linear, Integer, Goal [Multi-Objective] and Dynamic Programming Problems (Emphasis is on Conceptual frame work-no numerical problems).

LINEAR PROGRAMMING: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

UNIT - II: ALLOCATION MODEL - I - LPP - Simplex Method- Solution to LPP problems Maximisation and Minimisation cases Optimality conditions. Degeneracy.

Dual - Formulation, Relationship between Primal - Dual, Solution of dual, Economic interpretation of dual. Sensitivity analysis and its implications.

UNIT - III: ALLOCATION MODEL - II - TRANSPORTATION PROBLEM (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.

ASSIGNMENT PROBLEM (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method. Travelling salesman problem, Managerial applications of AP and TSP.

UNIT - IV: NETWORK MODELS - Network Fundamentals - scheduling the activities - Fulkerson's Rule -CPM- earliest and latest times -determination of ES and EF in the Forward Pass - LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off.

PERT - Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.

UNIT - V: WAITING LINE / COMPETITIVE STRATEGY MODELS - QUEUING THEORY -

Concepts of Queue/Waiting Line - General structure of a Queuing system- Operating characteristics of Queues, deterministic Queuing models -Probabilistic Queuing Model –Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.

GAME THEORY - concepts, saddle point, Dominance, Zero-sum game, two, three and more Persons games, analytical method of solving two person zero sum games, graphical solutions for $(m \times 2)$ and $(2 \times n)$ games.

SIMULATION - Process of simulation, Applications of simulation to different management Problems.

SUGGESTED BOOKS

1. N.D. Vohra, "Quantitative Techniques in Management", TMH.
2. J.K. Sharma, "Operations Research Theory and Applications, Macmillan.
3. Kasana, HS & Kumar, KD, "Introductory Operations Research theory and applications", Springer.
4. Chakravarty, P, "Quantitative Methods for Management and Economics", HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, "Quantitative analysis for Management", Pearson.
6. Pannerselvam, R, "Operations Research", PHI.
7. Selvaraj, R, "Management Science Decision Modeling Approach", Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, "Operations Research Principles and Practice", John Wiley and Sons.
9. Hillier, Frederick S. & Lieberman, "Introduction to Operations Research Concepts and Cases", TMH.
10. Prem Kumar Gupta & others, "Operations Research", S. Chand.
11. K.K Chawla, Vijaygupta, Bhushan K. Sharma, Operations Research, Quantitative Analysis for Management, Kalyani Publications.
12. S.N. Chary, "Production & Operation Management" Tata-McGraw – Hill Publishing Company Ltd.
13. N.G. Nair, "Production and Operation Management", Tata-McGraw – Hill Publishing Company Ltd.
14. Kanishka Bedi, "Production and Operations Management", Oxford University Press.

PAPER CODE – DSC 802
COURSE: TOTAL QUALITY MANAGEMENT

COURSE OBJECTIVES

1. This course is aimed at orienting the students towards the importance of quality as a management tool.
2. Towards understanding the principles and practices of total quality management.
3. Introducing the various tools and techniques used in the measurement of quality.
4. Understanding the importance of six sigma as a quality tool.
5. Sensitizing the participants to the importance of quality in services sector.

COURSE OUTCOMES

1. Students get to know about the evolution and importance of quality management.
2. Helps the students get aware of various tools used for quality management in the organizations.
3. Students will be able to know about the quantitative and qualitative techniques used to measure the effectiveness of quality management tools.
4. Students will be able to use the six sigma applications for quality check.
5. Students can understand the use of total quality management in various service organizations.

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", Routledge – Taylor and Frances Group, New York and London.
2. Dale H. Besterfield et al., "TotalQuality Management", PHI.
3. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", Thompson.
4. R. P. Mohanty & R. R. Lakhe, "TQM in the Service Sector", Jaico Books.
5. Kanishka Bedi, "Quality Management", Oxford University Press.
6. "The Six Sigma Instructor Guide", Green belt Training made easy, Macmillan.
7. Kanji K. Gopal& Asher Mike, "100 methods for TQM', Response.

PAPER CODE - DSC 803
COURSE: CORPORATE SOCIAL RESPONSIBILITY

COURSE OBJECTIVES

1. To understand the perspectives of corporate social responsibility.
2. To study the shareholder's participation and perspectives about CSR.
3. To understand about the CSR Strategy and Leadership behavior.
4. To know the Business ethics and corporate behavior.
5. To understand various Standards and Codes of Multinational Companies.

COURSE OUTCOMES

1. Understand the perspectives of CSR.
2. Learn about shareholder's participation and perspectives about CSR.
3. Understand the CSR Strategy and Leadership behavior.
4. Awareness on Business ethics and corporate behavior.
5. Acquaint with the guidelines on standards and codes of MNCs.

UNIT - I: CORPORATE SOCIAL RESPONSIBILITY - Definition, concept, linkages to development Growth of CSR-historical & contemporary perspectives, National & International scenario Factors influencing growth of CSR in societies ideological, socio-economic, legal & environmental perspectives Government initiatives for promoting CSR Impact of globalization & liberalization on CSR initiatives.

UNIT - II: CSR & DEVELOPMENT - CSR activities-nature, types, impact on development programs – CSR & development organisations – relationships, functioning & impact on organisational functioning Stakeholders' participation & perspectives about CSR.

UNIT - III: CSR STRATEGY AND LEADERSHIP 13 CORPORATE MOTIVATIONS & BEHAVIOUR FOR CSR – factors influencing national & international perspectives Theories & principles of CSR- Corporate governance, style, leadership & CSR- CSR Strategies-objectives, approaches, roles and tasks of a corporate managers Strategic corporate planning - steps to make CSR Work for Business Corporate Social Responsibility: programs & initiatives – national and international.

UNIT - IV: ETHICS, CSR & CORPORATE BEHAVIOUR - Ethical philosophy, Corporate reputation, the Gaia hypothesis Environmental sustainability & CSR-redefining sustainability, the Brundtland report & critique, distributable sustainability, sustainability & the cost of capital CSR.

UNIT - V: CERTIFICATIONS & STANDARDS - Standards and Codes (ISO – 14001, OHSAS – 18001- SA – 8000, OECD Guidelines for Multinational Companies, Global Compact, AA – 1000, BS / ISO Guideline on CSR Management ISO-26000) Evaluating & reporting performance of CSR initiatives - Social accounting, environment audits and performance measurement.

SUGGESTED BOOKS

1. Grayson D., Hodges A., Corporate Social Responsibility- Seven Steps to Make Corporate Social Responsibility Work for Your Business. UK: Greenleaf Publishing Limited.
2. Narang R.K., Corporate Social Responsibility-Replicable Models on Sustainable Development. New Delhi: The Energy & Resources Institute.
3. William B Werther, Jr, David Chandler, Strategic Corporate Social Responsibility, Stakeholders in a Global Environment, Second Edition, SAGE Publications, New Delhi
4. Sanjay K Agarwal, Corporate Social Responsibility, SAGE Publications, New Delhi
5. David E Hawkins, Corporate Social Responsibility, Palgrave Macmillan, New York
6. Raman Mullerat, The Corporate Governance of the 21st Century, Aspen Publishers, UK
7. Wayne Visser, Transforming Corporate Social Sustainability and Responsibility, Springer Heidelberg, New York, London
8. Ataur Rahman Belal, Corporate Social Responsibility in Developing Countries, Ashgate Publishers. UK.

PAPER CODE - DSC 804
COURSE: SUPPLY CHAIN MANAGEMENT

COURSE OBJECTIVES

1. To understand the fundamental operations of supply chain and logistics management.
2. To apply the knowledge and principles of management of cross functional areas for effective supply chain management.
3. To use modeling to predict and analyze various supply chain parameters.
4. Optimization of supply chain and network design issues.
5. Understand the strategic issues and multi-level linkages in logistics management.

COURSE OUTCOMES

1. Students acquires a holistic understanding of supply chain management and the role of logistics.
2. Students will know the basic drivers of performance of SCM in effective manner.
3. Enables to identify the role of value chain and its integration in supply chain.
4. Understands role of global sourcing in making supply chain cost effective.
5. Gains an insight into the role of Information Technology in making supply chain agile.

UNIT - I: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT - Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- Global Supply Chain Management, Value chain and value delivery systems for SCM, Bull-whip effect.

UNIT - II: SUPPLY CHAIN STRUCTURE AND INVENTORY IN SC - Logistics Management, Integrated logistics Management, Inbound and Outbound Logistics, Logistics Planning and strategy, Reverse Logistics. Inventory management and its role in customer service.

UNIT - III: ROLE OF TRANSPORTATION IN SUPPLY CHAIN - Transportation in Supply Chain, Transportation formats, and factors influencing their choice, Multi Modal transport, Warehousing – Types of warehouses, Warehousing operations, Warehouse Management Systems. Third Party warehousing, Role and Importance of handling systems.

UNIT - IV: INFORMATION TECHNOLOGY IN SCM - Information and Communication Technology in SCM, Role of IT in SCM. Current IT trends in SCM, RFID, Bar coding. Retail SCM – problems and prospects, Role of Packaging

UNIT - V: KEY OPERATION ASPECTS IN SUPPLY CHAIN - Supply chain Network Design, Distribution network in Supply Chains, Channel design, Factors influence design, role and importance of Distributors in SCM, Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with suppliers, Customers and employees, linkage between HRM and SCM.

SUGGESTED BOOKS

1. Shah, J, "Supply Chain Management", Pearson.
2. Crandall, Richard E & others, "Principles of Supply Chain Management", CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", Jaico.
4. Chandrasekaran. N, "Supply Chain Management process, system and practice", Oxford.
5. Altekar, V. Rahul, "Supply Chain Management", PHI.
6. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", TMH.
7. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", Cengage.
8. Stapenhrust, T, "The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners", Elsevier.
9. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", Cambridge.
10. Power Mark J & others, "The Outsourcing Hand book How to implement a successful outsourcing process", Kogan page.
11. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the supply chain", Kogan Page.
12. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", Excel books.

PAPER CODE – DSC 805
COURSE: PROJECT MANAGEMENT

COURSE OBJECTIVES

1. To provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project.
2. To learn about the evolution of Project Management.
3. To understand the role project management techniques.
4. To learn how to mobilize finance for domestic and international projects.

COURSE OUTCOMES

1. To apply techniques of project management.
2. To learn the process of project appraisal.
3. To be able to schedule projects.
4. To implement project till completion.
5. Useful for a career as Project manager.

UNIT - I: BASICS OF PROJECT MANAGEMENT - Basic Concept, Concept of a project, categories of project, project development cycle. The concept of project management, tools & techniques of project management. Forms of project organizations.

UNIT - II: PROJECT FORMULATION - Project identification, Project formulation and preparation: Market and demand estimation, market survey, demand forecasting technical factors-Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

UNIT - III: PROCESS OF PROJECT APPRAISAL - Technical, Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, wage-rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

UNIT - IV: IMPLEMENTATION, MONITORING AND CONTROL OF PROJECTS - Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the project, project financing.

UNIT - V: PROJECT FINANCING, COMPLETION AND EVALUATION - Judgmental, Behavioural, Strategic and Organizational Considerations, Financing of Project: Raising finance in domestic market and international market, Infrastructure financing. Integrated project management control system, managing transition from project to operation. Project completion and evaluation, project review, post project evaluation.

SUGGESTED BOOKS

1. Chandra Prasanna, "Project: Preparation, Appraisal, Budgeting and Implementation", TMH.
2. Mohsin M., "Project Planning and Control", Vikas Publications.
3. Goyal BB, "Project Management: A Development Perspective", Deep & Deep.
4. Chaudhary, S, "Project Management", Tata Mc Grow Hill.
6. Young T L, "The Hand Book of Project Management", Kogan Page.
7. Meredith, J. R. & Mantel, S. J. "Project Management: A Managerial Approach", Wiley.
8. Kerzner, H. "Project Management: A Systems Approach to Planning, Scheduling and Controlling", Wiley.
9. Narendra Singh, Project management and control- Himalaya publishing house.
10. Wayne Turk- Common Sense Project Management- New Age International Publishers.
11. Vasant Desai – Project Management - Himalaya publishing house.
12. Dileep Kumar M.C, Amith Kumar J. Prabhu- Project Management – Kalyani Publishers.
13. David I. Cleland- Project Management, strategic Design and Implementation, McGrawHill international edition.
14. K. Nagarajan – Project Management- New Age International publishers.
15. Machiraju, H.R., Introduction to Project Finance: An Analytical Perspective. Vikas Publishing House.
16. Patel, B.M., Project Management: Strategic financial planning, evaluation and control. Vikas Publishing House Pvt Ltd.

PAPER CODE – OE 801
COURSE: A) INNOVATION MANAGEMENT

COURSE OBJECTIVES

1. To understand the concepts relating to R & D and Innovation Management.
2. To provide an understanding on the management of R&D projects.
3. To understand the concepts like R & D Investment, Evaluation of R & D.
4. To know the differences between innovation and Invention.
5. To understand the concept of managing innovation in organization.

COURSE OUTCOMES

1. Helps in formulating R&D policy and strategy for an organization.
2. Helps in making budget allocations for R & D projects in organization.
3. Evaluate product innovation process and evaluation of R&D.
4. Understand different types of innovations and inventions.
5. Helps in managing Innovation in Organization.

UNIT - I: INTRODUCTION TO MANAGEMENT OF RESEARCH AND DEVELOPMENT -

Introduction about R&D, Traditional view of R&D, R&D Management and the industrial context, R&D investment and company success, Classifying R&D, Operations that make up R&D, Integration of R&D, Strategic pressures on R&D, Technology Leverage and R&D strategies.

UNIT - II: MANAGING R & D PROJECTS - Allocation of Funds to R&D projects, Setting R & D budgets, levels of Expenditure. Changing nature of R&D management, organizing industrial R &D, Acquisition of external technology, Forms of External R&D.

UNIT - III: EFFECTIVE RESEARCH & DEVELOPMENT MANAGEMENT - Managing scientific freedom, Link with product innovation process, effect of R&D investment on products, Evaluating R&D progress, evaluation criteria.

UNIT - IV: INNOVATION MANAGEMENT - Importance of Innovation, Innovation & Invention, Successful & Un-Successful innovations, Types of innovations, Innovation a Management process.

UNIT - V: MANAGING INNOVATION WITHIN ORGANIZATIONS - Organizations and Innovation, Organizational Characteristics that Facilitate Innovation, Organizational Structures and innovation, Role of Individual in Innovation, IT Systems and their Impact on Innovation.

SUGGESTED BOOKS

1. Paul Trott, Innovation Management and New Product Development, Pearson, 4th Edition.
2. Shlome Mittal, D.V.R. Seshadri, Innovation Management: Strategies, Concepts and tools for growth and profit, Sage Publications.
3. V.K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, Paper Back.
4. William L. Miller & Langdon Morris, Fourth Generation R&D, Managing Knowledge, Technology and Innovation, Wiley India Edition.
5. V.K Narayana, Gina Colarelli, Encyclopedia of Technology and innovation Management, John Wiley & Sons Publication.

PAPER CODE – OE 801
COURSE: B) MANUFACTURING MANAGEMENT

COURSE OBJECTIVES

1. To impart basic knowledge on planning, designing, and production systems and subsystems.
2. To teach students how to improve, manage, and regulate all aspects of a successful manufacturing operations infrastructure.
3. To differentiate among general management decisions.
4. To understand the skills to manage projects, energy, costs and budgets.
5. To understand the strategies of integrated manufacturing and distribution networks.

COURSE OUTCOMES

1. The students will acquire knowledge on planning, designing, and production systems and subsystems.
2. Able to improve, and manage manufacturing operations.
3. Students will be able to understand about the material handling systems.
4. Able to manage projects, costs and budgets.
5. Helps to Understand integrated manufacturing strategies and the distribution networks.

UNIT - I: INTRODUCTION TO MANUFACTURING MANAGEMENT - History of manufacturing sector – Role of manufacturing in economic development–Conceptual framework of manufacturing function – Role of manufacturing function in an organization – Objectives and scope of manufacturing management – Evolution of manufacturing systems – Factors influencing manufacturing – Concept of productivity.

UNIT - II: MANUFACTURING STRATEGY - Definition and scope of manufacturing strategy – Project planning and scheduling – Elements of manufacturing strategy – Manufacturing strategy in services sector – Global trends influencing manufacturing – Role of technology in manufacturing – Concept of forecasting – Objectives and purpose of forecasting – Techniques of forecasting.

UNIT - III: FLEXIBLE MANUFACTURING SYSTEMS - Introduction - CAD/CAM systems - Overview of FMS - System hardware and general functions - Material handling systems - Work holding systems - Physical planning of system - Cleaning and automated inspection - Communication and computer networks for manufacturing - Quantification of flexibility - Human factors in manufacturing - FMS in action - Justification of FMS - Planning and operation of FMS.

UNIT - IV: MANUFACTURING ORGANIZATION AND MANAGEMENT - Manufacturing environment - Engineering considerations - Design and planning of manufacturing systems - Manufacturing cost control - Material flow control, Quality – Human resources - Financial management - Marketing management in manufacturing.

UNIT - V: MANUFACTURING NETWORK MANAGEMENT - Customer driven strategies in manufacturing and distribution systems – Integrated manufacturing and distribution networks - Just- in -time manufacturing – Distribution. Resource Planning -

Management of dealer networks - Total Control & Product innovation across the value chain.

SUGGESTED BOOKS

1. Thomas E. Volmann, William L. Berry, D. Clay Whybark, F. Robert Jacobs” Manufacturing Planning & Control”, Tata McGraw Hill.
2. Aswathappa K, Shridhara Bhat K, “Productions and operations Management”, Himalaya Publishing House.
3. Khanna O. P. “Industrial Engineering and Management” Dhanpat Rai publications.
4. Datta A. K. “Materials Management “Procedures, Text and Cases, Second Edition PHI.
5. Heizer, J.; Render, B. “Operations Management” Pearson Education, Inc., New Jersey, USA.
6. Slack, N. Et al. Production and process Management – Principles and Practice for Strategic impact”, Pearson education, Inc., USA.
7. Shivanand H. K. “Flexible Manufacturing System” New Age International.

IX - SEMESTER

PAPER CODE – DSC 901
COURSE: BUSINESS PROCESS REENGINEERING

COURSE OBJECTIVES

1. To understand the perspectives of Business Process Re-engineering.
2. To study about managing business process outflows.
3. To understand the tools and techniques of Business Process Reengineering.
4. To know the role of different models for making effective BPR.
5. To study the critical factors of business process performance management.

COURSE OUTCOMES

1. Understand different perspectives of Business Process Re-engineering.
2. Learn about managing business process outflows.
3. Understand the tools and techniques of Business Process Reengineering.
4. Understand different models for making effective BPR.
5. Learn critical factors of business process performance management.

UNIT - I: INTRODUCTION TO BPR - Reengineering and its relationship with functional areas of business, History of engineering 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 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 minimise the risk, Business Process Map and Simulation model, Parameter analysis, Simulation and Key Performance Indicators.

UNIT - V: ERP AND BPR - ERP in modelling business processes, Workflow 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 organisations, business process maturity model, business process performance management.

SUGGESTED BOOKS

1. Laguna, “Business Process modelling, Simulation and Design”, Pearson.
2. Chan Meng Khoong, “Reengineering in Action”, Cambridge.
3. Charles Poirier “Business Process Management Applied”, Cengage.
4. Martyn A. Ould, “Business process Management”, BCS Viva books.
5. Tony Carter, “The Aftermath of Reengineering”, Viva books.
6. Dey, “Business Process Reengineering”, Wiley.
7. K. Sridhra Bhat, “Business Process Reengineering”, HPH.

8. Saxena K. B. C., "Business Process Outsourcing", Excel.
9. Mahadeo Jaiswal, "Enterprise Resource Planning", Macmillan.
10. Jayaraman M. S. et.al, "Business Process Reengineering", TMH.
11. Varun Grover M, Lynne Marcus, "Business Process Transformation", PHI.
12. Daniel Minoli, "Business Process Reengineering," Routedledge.



PAPER CODE - DSC 902
COURSE: OPERATIONS MANAGEMENT

COURSE OBJECTIVES

1. To provide the student with adequate knowledge regarding the basic manufacturing facilities & how service activities.
2. To understand the significance and need managerial skills on planning, scheduling and maintenance management.
3. To provide understanding of various components and operations of service management.
4. To provide understanding of quality in materials management, selection and evaluation process.
5. To provide insights on inventory and stores management process.

COURSE OUTCOMES

1. Understand Importance /Planning organizing and controlling aspects of Operations Management.
2. Re-enforce the concepts of production Management students will be able to under solve operational issues under manufacture and services.
3. Learn about the components and operational aspects of various services.
4. Students will know the process involved in the management of stores and inventory.

UNIT - I: INTRODUCTION - Similarities and Differences between Products & Services. Basic Manufacturing Process: Casting, Machining, Welding, shearing Extrusion, heat treatment and unconventional machining. The transformation Process: Manufacturing, Service & Hybrid Agile Manufacturing. Operations Strategy. Process Design – Project, Job, Batch, Assembly and Continuous. Factors effecting Process design. Functions of Production, Planning & Control. Interface of Product Life Cycle & Process Life Cycle.

UNIT - II: LONG – RANGE CAPACITY PLANNING - Capacity Planning, Line Balancing, facility location and Facility layout. Service facility layout. Aggregate Planning - Aggregate Demand, criteria for selecting Aggregate Plans, Aggregate Plans for Service & mathematical Models for Aggregate Planning. Master Production Scheduling - Objective, Procedure and Time frame. Sequencing of Operations - n-Jobs with one, two and three facilities. Maintenance Management - Repair Programmes, Break down, Preventive and Corrective maintenance. Maintenance issues in service organizations.

UNIT - III: WORK STUDY & SERVICE MANAGEMENT - Work Study - Definition and its advantages and the various components. Techniques of methods analysis and work measurement. Service Management - Nature of services. Types of Service operations- Quasi manufacturing, customer as participant and customer as product Scheduling challenges in various service Operations, Value creation through service. Service quality, Culture and innovation.

UNIT - IV: MATERIALS MANAGEMENT – Need for and importance of Materials management. Materials Requirement Planning, Manufacturing Resource Planning. Purchase Management: Sources of Supply of Materials, selection, evaluation, and rating of Vendors. Methods of vendor rating. Value Analysis - the concept and its role in cost reduction.

UNIT - V: STORES MANAGEMENT - Inventory Decision - Need, functions and Significance of Inventory, Safety Stock. Deterministic Models of Inventory: Purchase and Manufacturing Models without and with shortages. Probabilistic Models of Inventory: Fixed order quantity systems and fixed period quantity systems. Stores Management - Functions of Stores and Materials control. Classification, Codification, Simplification and Standardization of materials. Bin Card, Double-Bin and stores Ledger. Selective Inventory Control: ABC, XYZ, VED, FNS and SDE Analysis.

SUGGESTED BOOKS

1. Norman Gaither & Greg Frazier, Operation Management, Cengage Learning.
2. Stevenson J. William, "Operations Management", Tata McGraw-Hill.
3. Amol Gore and Robert Panizzolo, Operation Management.
4. R. Panneerselvam, Production and Operation Management, PHI.
5. Danny Samson and Prakash J.Singh, "Operations Management-An integrated approach", Cambridge Press.
6. Ray Wild, "Operations Management, Thomson Learning.
7. Kanishka Bedi, "Production and Operations Management", Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts, Models and Behaviour", Prentice Hall of India.
9. S. N. Chary Production & Operation Management.
10. N.G. Nair, Production and Operation Management, Tata-MCGraw - Hill Publishing Company Ltd.

PAPER CODE - DSC 903
COURSE: BUSINESS MODELS

COURSE OBJECTIVES

1. Evaluating the components of a business model through various conceptual frameworks.
2. To explain the purpose, role and importance of business models, including the key elements of a business model and the interactions and interdependencies among the elements.
3. Learn how innovative business models of companies in different industries operate.

COURSE OUTCOMES

1. Making the participants apply conceptual frameworks in the analysis of specific company business model cases.
2. Demonstrating the ability to analyze existing business models, by utilizing various frameworks, tools and techniques, evaluate their strengths and limitations, and make recommendations for improvement.
3. Demonstrate the ability to evaluate, design, and recommend innovative business models for entrepreneurial new ventures or businesses experiencing significant changes in their external environments.

UNIT - I: INTRODUCTION TO BUSINESS MODELS - Defining business models, Components of business model- Value proposition-Value architecture, Business Model Innovation as a Strategic Tool.

UNIT - II: BUSINESS MODEL ANALYSIS - Tools and Techniques, Business Models, Patterns Revenue and Pricing Models.

UNIT - III: HOW THEY WORK - The Profit Formula, The Working Capital Model, Resources & Processes.

UNIT - IV: BUSINESS MODEL DESIGN - Aligning Strategy and Business Models, strategic benchmarking, Sustainable competitive strategy.

UNIT - V: IMPLEMENTING NEW BUSINESS MODELS - Business model innovation, relevance & its application, Industry specific case studies.

SUGGESTED BOOKS

1. Volberda, H., Bosch, F. A. J. V. D., & Heij, K., Reinventing Business Models: How Firms Cope with Disruption. Oxford University Press.
2. Wirtz, B. W., Business Model Management: Design - Process - Instruments. Springer International Publishing.
3. Foss, N. J., & Saebi, T., Business models and business model innovation: Bringing organization into the discussion.

PAPER CODE - DSE 901
COURSE: A) INVESTMENT MANAGEMENT (F)

COURSE OBJECTIVES

1. To provide knowledge on the concepts of risk and return.
2. To explain the various methods of investment analysis.
3. To understand the features and valuation of debt and equity instruments.
4. To explain the concept of portfolio and the various portfolio theories.
5. To describe portfolio evaluation methods.

COURSE OUTCOMES

1. Students get awareness on the concepts of investment, risk and return.
2. Students will be able to use the application of various methods of investment analysis.
3. Evaluate different approaches of debt and equity instruments.
4. Able to demonstrate various portfolio theories.
5. Students will be able to execute portfolio evaluation methods.

UNIT - I: INVESTMENTS - Concept; Real vs. Financial assets; Investment decision process; Sources of investment information; Investment vs. Speculation; Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioral Finance and heuristic driven biases.

UNIT - II: FIXED INCOME SECURITIES - ANALYSIS, VALUATION AND MANAGEMENT

- Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTm and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

UNIT - III: COMMON STOCKS - ANALYSIS AND VALUATION - Basic Features of Common Stock, Approaches to valuation-Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparable-P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

UNIT - IV: PORTFOLIO THEORY - Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT):

The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

UNIT - V: PORTFOLIO EVALUATION - Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor protection in India.

SUGGESTED BOOKS

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI.
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, "Investments", TMH.
3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH.
4. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc.
5. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill
6. Herbert. B. Mayo, "Investments: an Introduction", Thomson – South Western.
7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
8. Stephen A. Ross, Randolph Westerfield, and Jeffrey Jaffe, "Corporate Finance", TMH.
9. S. Chand "Investment Management: Security Analysis & Portfolio Management".
10. S. Kevin, "Security Analysis and Portfolio Management", PHI.
11. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House.
12. Donald E. Fisher and Ronald J. Jordan: "Securities Analysis and Portfolio Management", Prentice Hall.

PAPER CODE: DSE – 901
COURSE: B) INTEGRATED MARKETING COMMUNICATION (M)

COURSE OBJECTIVES

1. To understand & appreciate the key concepts used in integrated marketing communications.
2. To design creative strategy and media planning.
3. To develop objectives and budgeting for IMC.
4. To measure and evaluate an IMC performance.
5. To discuss the legal and ethical considerations in IMC.

COURSE OUTCOMES

1. Apply the IMC planning process.
2. To apply creative strategies to different products.
3. To develop a media plan.
4. To Set communication objectives and marcom Budget.
5. To learn the legal and ethical issues of promotion.

UNIT - I: INTRODUCTION TO IMC - An Introduction to Integrated marketing communications - Introduction to IMC tools; Advertising, sales promotion, public relations and publicity, personal selling, direct marketing and event sponsorship, covert advertising, Transit advertising, internet and interactive media, mobile marketing - IMC Planning Process, Introduction to Ad agency; Types of Adagencies.

UNIT - II: CREATIVE STRATEGY AND MEDIA PLANNING - Creative strategy; appeals and execution styles, advertising execution, creative tactics for print and Television; Media planning: Basic concepts-media planning, media objectives, media strategies, medium, media vehicle, reach, frequency, coverage, cost per thousand (CPM), cost per ratings point(CRPR); Print Media; Newspaper- types of newspaper advertising, buying newspaper spaces; Magazine- Classification of magazine, Buying magazine spaces; strength and weakness of print media; Broadcast Media; Television-Players in Television Industry, Buying Television time Radio- Players in Radio Industry, Buying radio time, Strength and weakness of broadcast media. Out of Home Media; Type of outdoor media, transit media, buying outdoor media; Developing Media Plan; Meaning and steps involved in media planning.

UNIT - III: SETTING ADVERTISING OBJECTIVES AND BUDGET - Setting communication objectives; sales vs communication objectives, DAGMAR approach for setting ad objectives; Theoretical approach to budgeting; Marginal analysis and Sales response curve; Factors influencing budget; Method to determine marcom budget.

UNIT - IV: MEASURING IMC PERFORMANCE - Advertising testing process; Pre-testing tools and techniques; concurrent testing tools and techniques; Post-testing tools and techniques.

UNIT - V: LEGAL AND ETHICAL ENVIRONMENT OF PROMOTION - Legalization affecting advertising; Self-regulatory codes of conduct in Advertising; Legal and Ethical concepts and issues in advertising.

SUGGESTED BOOKS

1. Advertising and Promotion: An Integrated Marketing Communications Perspective; George Belch and Michael Belch; McGraw-Hill.
2. Advertising & Promotions: An IMC Perspective; Kruti Shah and Alan D'Soua Tata McGraw-Hill Education Private Limited.
3. Integrated Advertising, Promotion, and Marketing Communications: Kenneth E Clow, University of Louisiana at Monroe Donald E Baack, Pittsburg State University.
4. Advertising and Promotion: An Integrated Marketing Communications Perspective, Michael Belch, Keyoor Purani, George E. Belch, McGraw-Hill Education India Pvt.Ltd
5. Integrated Advertising, Promotion and Marketing Communications, Kenneth E. Clow, Donald E. Baack, Pearson Education India.
6. Foundations of Advertising - Theory and Practice, K. C. Sethia, S. A. Chunawalla, Himalaya Publishing House Pvt Ltd.
7. Advertising Management, David A. Aaker, John G. Myers, Rajeev Batra, Pearson Education India.
8. Advertising and Promotions: An Integrated Brand Approach, Thomas O'Guinn, Chris Allen, Richard J. Semenik, Hans Rudiger Kaufmann, South Western.
9. Integrated Communication in advertising and Promotion, Terence A. Shimp, Cengage Learning India Pvt Ltd.
10. Case Studies in Marketing – Indian Context by Srinivasan, PHI.

PAPER CODE – DSE 901
COURSE: C) COMPENSATION MANAGEMENT (HR)

COURSE OBJECTIVES

1. To explore the concept and trends in compensation management.
2. To understand the link of compensation strategy with HR and Business Strategy.
3. To impart techniques and methods for competing employer – employee negotiations for arriving at optimal compensation system.
4. To understand the administration of employee benefits.
5. To provide insights on the strategic issues and challenges of International compensation.

COURSE OUTCOMES

1. Students will be able to explore on compensation system and its dimensions.
2. Establish and align pay plans by linking the compensation strategy with HR and Business Strategy.
3. Students will be able to use techniques for arriving at optimal compensation system.
4. Students acquire knowledge on administration of employee benefits and services programs.
5. The Students can get insights on Executive Compensation process.

UNIT - I: INTRODUCTION TO STRATEGIC COMPENSATION MANAGEMENT - Concept of compensation-Exploring and defining the compensation context-System of compensating-compensation dimensions-concept of reward-Role of compensation in Organization-Non-financial compensation system - New trends in compensation management.

UNIT - II: COMPENSATION AND EMPLOYEE BEHAVIOUR - Bases for Traditional Pay System and Modern Pay System-Establishing Pay Plans-Aligning Compensation Strategy with HR Strategy and Business Strategy-Seniority and Longevity pay-Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay-Team Based Pay.

UNIT - III: DESIGNING COMPENSATION SYSTEM - Building internally consistent Compensation System-Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys-Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure-Designing Pay for Knowledge Program.

UNIT - IV: EMPLOYEE BENEFITS MANAGEMENT - Components-Legally required Benefits-Benefits Administration-Employee Benefits and Employee Services-Components of Discretionary Core Fringe Compensation-Designing and Planning Benefit Program-Totally Integrated Employee Benefit Program.

UNIT - V: CONTEMPORARY STRATEGIC COMPENSATION CHALLENGES -
International Compensation and Competitive Strategies-Executive Compensation Packages-Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules-Strategic Issues and Choices in Using Contingent and Flexible Workers.

SUGGESTED BOOKS

1. Handerson, "Compensation Management in a Knowledge Based World", Pearson Ed.
2. Joseph J. Martocchio, "Strategic Compensation", Pearson Ed Richard.
3. Milkovich & Newman, "Compensation", Tata McGraw -Hill, New Delhi.
4. Dr. Kanchan Bhatia, "Compensation Management", Himalaya Publishing House.
5. Tapomoy Deb, "Compensation Management", Excel Books, New Delhi.
6. Dipak Kumar Bhattacharyya, "Compensation Management", Oxford University Press.

PAPER CODE – DSE 901
COURSE: D) BUSINESS ANALYTICS (S)

COURSE OBJECTIVES

1. The objective is to provide knowledge of data science.
2. To provide basic statistical tools.
3. To state the importance of data in current business scenario.
4. To develop contingent business models for better analysis.
5. To apply statistical analysis and technologies on data to find trends and solve problems.

COURSE OUTCOMES

1. Students can use data as tool for business analysis.
2. The basic statistics provides a road map to learners.
3. Micro metrics makes the students to identify data gaps.
4. The business models may help in better decision making.
5. Students would get in-depth knowledge in Programming using R, which helps to develop software for several competing platforms.

UNIT - I: INTRODUCTION TO BUSINESS ANALYTICS - Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision modeling.

UNIT - II: DESCRIPTIVE ANALYTICS - Overview of Description Statistics (Central Tendency, Variability), Data Visualization -Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Advanced Ms-Excel or SPSS.

UNIT - III: PREDICTIVE ANALYTICS - Trend Lines, Regression Analysis – Linear & Multiple, Predictive modeling, forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Data mining and business intelligence, Data mining for business Classification, Association, Cause Effect Modeling.

UNIT - IV: PRESCRIPTIVE ANALYTICS - Overview of Linear Optimization, Non-Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods - Text analytics Web analytics.

UNIT - V: PROGRAMMING USING R - R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

SUGGESTED BOOKS

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams - Essentials of Business Analytics, Cengage Learning.
2. James Evans, Business Analytics, Pearson, Second Edition.
3. Albright Winston, Business Analytics - Data Analysis - Data Analysis and Decision Making, Cengage Learning, Reprint.
4. Sahil Raj, Business Analytics, Cengage Learning.

PAPER CODE – DSE 902
COURSE: A) INTERNATIONAL FINANCE (F)

COURSE OBJECTIVES

1. To provide an analysis of the evolution of International Financial System.
2. To learn about international banking.
3. To study about the foreign exchange markets.
4. To learn the financial management of MNCs.
5. To understand the international tax environment.

COURSE OUTCOMES

1. Differentiate between fixed and floating rates.
2. Make calculations relating to foreign exchange rates based on parity theories.
3. Understand financial instruments in International market.
4. Make decisions related to capital budgeting decisions in an international environment.
5. Learn skills on the implementation of international tax environment.

UNIT - I: INTERNATIONAL FINANCIAL SYSTEM - Evolution of international financial system–gold standard, Breton woods standard, floating exchange rate, EMS, currency board, sterilized and unsterilized intervention; international financial markets, Global financial institutions–IMF, Bank for International Settlements; international banking–euro bank, types of banking offices–correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank; international financial instruments–euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs.

UNIT - II: FOREIGN EXCHANGE MARKET - Distinctive Features and Types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India, Exchange Rate mechanism - quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives– forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act; BOP, BOP trends in India; current account convertibility, capital account convertibility, Tarapore Committee Report.

UNIT - III: EXCHANGE RATE DETERMINATION & RISK MANAGEMENT - Theories of exchange rate behaviour, Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises-Asian currency crisis, Greek debt crisis; Risk Management in Multinational Corporations - Types of risk-currency risk, transaction exposure, translation exposure, economic exposure and assessment; interest rate risk, country risk assessment–political risk, financial risk; risk management through hedging natural hedges, hedges with currency derivatives–forward market hedge, options market hedge, money market hedge, hedging exposure through swaps, other financial and non-financial methods of hedging.

UNIT - IV: MULTINATIONAL CORPORATE DECISIONS IN GLOBAL MARKETS - Nature of International Finance Functions and the Scope of International Financial Management, IFM and Domestic FM, Foreign investment decision-Foreign direct

investment (FDI)–motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment, evaluation of overseas investment proposal using NPV and APV; international cash management, multinational capital structure decision, cost of capital, international portfolio diversification- rationale, barriers, home country bias.

UNIT - V: INTERNATIONAL TAX ENVIRONMENT - Types of taxation–income tax, withholding tax, value added tax, Tobin tax; tax environment– worldwide approach, territorial approach, Foreign tax Credits; tax havens, Organization Structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation; netting, offshore financial centers, rein voicing center, Tax Havens; Objectives of Taxation - tax neutrality tax equity; Double taxation Avoidance, Tax implications of foreign enterprises in India; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning – TP methods, TP rules in India.

SUGGESTED BOOKS

1. Eun C.S., Resnick B.G., “International Financial Management”, Tata McGraw Hill Education Pvt. Ltd.
2. Levi M., “International Finance”, Routledge, Taylor & Francis Group.
3. Shailaja G, “International Finance”, Orient Blackswan.
4. Hendrik Van den Berg, “International Finance and Open Economy Macro Economics”, Cambridge.
5. Sharan V., “International Financial Management”, PHI.
6. Madura J., “International Financial Management”, Cengage Learning.
7. Apte P.G., “International Finance”, McGraw Hill.
8. Risk Management, Indian Institute of Banking & Finance, Macmillan.
9. Madhu Vij, “International Financial Management”, Excel Books.
10. Jain, Peyrard and Yadav“ International Financial Management”, Trinity Press.
11. Kevin. S., Fundamentals of International Financial Management, PHI.

PAPER CODE – DSE 902
COURSE: B) CUSTOMER RELATIONSHIP MANAGEMENT (M)

COURSE OBJECTIVES

1. To provide a holistic understanding of customer relationship management and the real world implications.
2. To understand and describe customer relationship management application.
3. To provide real-time insights into the successfully implemented CRM in various organizations.
4. To create awareness in implementation of CRM by understanding the end users and importance in an organization.
5. To study how CRM allowed for decision making, with their target market users.

COURSE OUTCOMES

1. Students can work in CRM tools to make positive contribution to the organization.
2. Students can take professional responsibilities and make informed judgments in the organizations towards their target market.
3. Students can get streamline work processes and improve CRM within the organization.
4. Students will learn skills on the functionalities of campaign management customer support services.
5. Students will acquire the skills on effective implementation of CRM practices.

UNIT - I: INTRODUCTION TO CRM AND BUILDING HEALTHY CUSTOMER RELATIONSHIPS - CRM, Evolution of CRM, Relationship Marketing, Relationship Process, Customer Defections, Impact of Customer Defections, Types of Defectors, CRM Framework- Satisfaction, Trust, Switching, Commitment and Loyalty, Types of CRM, Benefits of CRM, Emerging trends in CRM: Mobile CRM, Social CRM.

UNIT - II: ECONOMICS OF CRM - Evolution of Marketing Practices- Product Centric, Segment Centric, Customer Centricity, Customer Profitability, Customer Equity, Introduction to Customer Lifetime Value (CLV), CLV in services, Activity based costing for customer profitability analysis, Loyalty Strategy, Customer satisfaction tools. Customer Value Management.

UNIT - III: CRM APPLICATIONS - Applications of CRM in different industries, Characteristics of Services, Service Quality Dimensions, Cost of losing a customer, Service Recovery, Service Guarantee, CRM practices in Financial Markets, Hospitality, Healthcare, and Airlines, CRM Strategies in Retailing and FMCG industries, Customer Experience Management (CEM).

UNIT - IV: CRM IN BUSINESS MARKETS - Market Structure and Demand, Nature of Buying Unit, Types of Decision and Decision Process, Participants in the Buying Process, Campaign Management, Functionalities of a Campaign Management Solution, Sales Force Automation, Customer Service and Support (CSS), Capabilities of a CSS Solution.

UNIT - V: CRM IMPLEMENTATION - CRM implementation process, issues and challenges in CRM implementation, precautions related to CRM implementation. CRM Implementation Roadmap, Performance Measurement, Customer Centric Organizational Structure, Role of IT and automation in effective implantation of CRM practices.

SUGGESTED BOOKS

1. Githa Hegde and G., Shainesh, 'Social Media Marketing: Emerging Concepts and Applications', Palgrave Macmillan.
2. G. Shainesh and Jagdish N. Sheth, Customer Relationship Management - A Strategic Perspective, (Trinity Press, Laxmi Publications).
3. Jagdish N. Sheth, Atul Parvatiyar and G. Shainesh, Customer Relationship Management - Emerging Concepts, Tools and Applications, McGraw Hill Education.
4. Francis Buttle, "CRM: Concepts and Technologies", Elsevier, a division of Redd ElsevierIndia Pvt Ltd.
5. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases, PHI
6. Mukesh Chaturvedi, Abhinav Chaturvedi, "Customer Relationship Management: An Indian Perspective", Excel Books.

PAPER CODE – DSE 902

COURSE: C) INTERNATIONAL HUMAN RESOURCE MANAGEMENT (HR)

COURSE OBJECTIVES

1. Identify and Understand issues and practices pertaining to the major HRM functions.
2. Within the context of a multinational environment.
3. Recognize and value cultural differences.
4. Develop successful programs for international assignees short term/long term.
5. Become an expert in a particular country with regard to issues and practices pertaining to major HRM functions.
6. Evaluate best practices across cultures.

COURSE OUTCOMES

1. It gives students the knowledge, understanding of HR professionals.
2. Students understand key skills required by HR professionals working in an international context.
3. Identify and analyze problems in the field of IHRM and provide innovative solutions.
4. Be critical and reflective in the process of evaluating all knowledge.
5. Be able to identify and to evaluate social, cultural, ethical and environmental responsibilities and issues in global contexts.

UNIT - I: INTRODUCTION TO IHRM - Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM- Matching model, Harvard Model, Contextual Model, 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies, SIHRM. Barriers in effective global HRM. Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM.

UNIT - II: STRATEGIES FOR INTERNATIONAL GROWTH - Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization. Managing alliances and joint ventures - IHRM and International Alliances, IHRM and International Joint Ventures.

UNIT - III: INTERNATIONAL WORKFORCE PLANNING AND STAFFING - International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

UNIT - IV: DEVELOPING GLOBAL MINDSET - Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training,

sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

UNIT - V: PERFORMANCE MANAGEMENT - Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

SUGGESTED BOOKS

1. International Human Resource Management, Peter Dowling and Denice Welch, Cengage Learning.
2. International Human Resource Management, Tony Edwards, Pearson Education.
3. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya Publishing House.
4. International Human Resource Management, Monir Tayeb, Oxford.

PAPER CODE – DSE 902
COURSE: D) BUSINESS INTELLIGENCE (S)

COURSE OBJECTIVES

1. To provide an understanding of concepts of Business Intelligence.
2. To understand the concepts of Data Warehousing Data Mining.
3. To expose the students with Business Performance Management process, methodologies and its applications.
4. To provide an understanding on Business Analytics and Data Visualization techniques.
5. To understand the emerging trends in Business Intelligence Implementation.

COURSE OUTCOMES

1. The students will understand various concepts of Business Intelligence.
2. Enables the students to get awareness on the concepts of Data Warehousing Data Mining.
3. The learner will be able apply the methods in the Business Performance Management process.
4. Acquire through understanding on Business Analytics and Data Visualization techniques.
5. Understand the emerging trends in the implementation of Business Intelligence.

UNIT - I: INTRODUCTION TO BUSINESS INTELLIGENCE (BI) - Definition, History and Evolution, Styles of Business Intelligence, Benefits if Business Intelligence, Real-time Business Intelligence, Business Intelligence Value Chain, Architecture Business Intelligence.

UNIT - II: DATA WAREHOUSING AND DATA MINING

a) Date Ware housing (DWH): Definition, Characteristic, types, Date ware housing frame work, Data Warehousing architecture, Alternative Architectures, Data ware housing Integration, Data ware housing- Development Approaches, Real time Data ware housing.

b) Data Mining: Definition, Characteristic, Benefits, Date Mining Functions, Data Mining Applications, Data Mining techniques and tools. Text Mining, Web Mining.

UNIT - III: BUSINESS PERFORMANCE MEASUREMENT (BPM) - Definition, BPM v/s BI, Summary of BPM Process, Performance Measurement, BPM Methodologies, BPM Architecture and Applications, Performance Dash boards.

UNIT - IV: BUSINESS ANALYTICS AND DATA VISUALIZATION

a) Business Analytics: Definitions, Tools and techniques of BA, Advanced Business Analytics Business Analytics and Web, Usage, Benefits and Success of Business Analytics.

b) Data Visualization: Definition, New Direction in Data Visualization, GIS, GIS v/s GPS.

UNIT - V: BUSINESS INTELLIGENCE IMPLEMENTATION AND EMERGING TRENDS

a) Implementing Business Intelligence: Implemental Factors, Critical Success factors of Business Implemental, Managerial Issues related to BI Implementation. Business Intelligence and Integration Implementation – Types, Need, Level of Business Intelligence Integration.

b) Emerging trends in Business Intelligence Implementation: Social Networks and Business Intelligence, Collaborative Decision Making, RFID and Business Intelligence, Reality Mining.

SUGGESTED BOOKS

1. Turban, Sharada, Delen, King, Business Intelligence – A Managerial Approach, Pearson.
2. Turban, Aaronson, Liang, Sharada, Decision Support and Business Intelligence Systems, Pearson.
3. Successful Business Intelligence, Cindi Howson, McGraw Hill Education – Indian Edition.
4. Rajiv Shaberwal, Fernandez, Business Intelligence- Practices, Technologies and Management, John Willey & Sons Inc.
5. Shinde and S. K. John, Data Mining and Business Intelligence, Wiley publications.



X - SEMESTER

PAPER CODE – DSC 1001
COURSE: STRATEGIC MANAGEMENT

COURSE OBJECTIVES

1. To impart key strategic business skills to the learners.
2. To make the student learns about business environment.
3. To expose the student towards various practical approaches of strategy formulation.
4. To provide Industry analysis to the learners.
5. To provide understanding on social responsibility and business ethics.

COURSE OUTCOMES

1. The students develop higher level skills in strategic business areas
2. The students outlook changes towards business environment
3. Students are exposed to practical problems of strategy formulation
4. The students attain knowledge about Industry and Market.
5. Students will get insights on the concepts of Corporate Governance, Ethics and Cultural and social responsibility.

UNIT - I: INTRODUCTION TO STRATEGIC MANAGEMENT - Business Definitions: Business Objectives, Types of Businesses, Strategic planning, Planning process, decision making, Strategy definition, Establishing Corporate direction, Vision, Mission and Objectives- Strategic Intent- Strategic Management & Process, A Model of Strategy and Elements used in strategic positioning- Strategic choice and Strategic action.

UNIT - II: ENVIRONMENTAL APPRAISAL - Environmental scanning, Introduction, Demographic, Social and Cultural environment, technological environment, Economic Environment, Political Environment, Natural environment and Industry analysis, Portfolio Analysis, BCG, GE and Add Little Models for understanding Competitive position, S W O T Analysis, Porter's Competitive Advantage, Value chain Analysis- Core Competencies and Capability building Strategies.

UNIT - III: STRATEGY FORMULATION - Business Strategies: Business Level Strategy, Strategy formulation, Situation Analysis, Growth Strategies, Offensive strategies, Defensive strategies, Generic Strategies, Industry life Cycle Analysis, Emerging Industries, Maturing Industry, Fragmented Industry, Strategy for Leaders, Challengers, Followers and Niches- Managing Business Crisis.

UNIT - IV: ALTERNATIVE STRATEGIES - Strategy analysis and Choices, Strategy Alternatives, Corporate level international strategy, Creating Value through Intensive Growth strategies, Integration Strategies, Diversification Strategies, Mergers & Acquisitions- Strategic Alliances - Outsourcing Strategies, Types of Outsourcing, Benefits, Growth and Drivers of Outsourcing, Managing Strategic Change, Approaches to Organizational Structure, Matching Structure and Strategy with the Use of 7s Structure.

UNIT - V: STRATEGY IMPLEMENTATION AND CONTROL - Strategy Implementation: Strategies Evaluation and Control, Social responsibilities of Business, Business Ethics, Corporate Governance, Good Corporate Citizenship, Understanding Environmental Change and Instilling Corporate Culture for Promoting SMART approach, Re-Designing Organizational Structures and Controls - Corporate Failures, Mechanism for Strategy control and Evaluation, Types of Strategic Controls- Social and Ethical responsibilities of Corporate Organizations.

SUGGESTED BOOKS

1. Arthur A Thomson Jr, Strickland "Strategic Management concepts and cases", TATA Mc Graw Hill Company Ltd., New Delhi.
2. Gerry Johnson, Kevan Scholes, Richard Whittington. "Exploring Corporate Strategy", Pearson Education Ltd. United Kingdom.
3. P. Subbarao "Business Policy and Strategic Management", Himalaya Publishing House.
4. Upendra Kachru "Strategic Management Concepts and Cases", Excel Books, New Delhi.
5. R. M. Srivastava, "Management policy and Strategic Management- Concepts, Skills and Practices", HPH, Hyderabad.

PAPER CODE – DSC 1002
COURSE: INTELLECTUAL PROPERTY RIGHTS

COURSE OBJECTIVES

1. To have an overview of Intellectual Property Rights.
2. To study international protection of IPRs.
3. To understand on concepts and procedure for filling Patents.
4. To provide awareness on copyrights, trademarks and other IPRs.
5. To expose the students with the legal aspects of IPRs.

COURSE OUTCOMES

1. Learn in detail about the Intellectual Property Rights.
2. Establishment of international protection of IPRs.
3. Learn the concepts and procedure for filling Patents.
4. Awareness on copyrights, trademarks and other IPRs.
5. Understand the legal aspects of IPRs.

UNIT - I: INTRODUCTION TO INTELLECTUAL PROPERTY - Introduction – Invention and Creativity - An Overview of Intellectual Property (IP) - Importance - Protection of IPR - Basic types of property. Forms of Industrial Properties: Patents, Industrial Designs, Plant Varieties, copyrights, Trademarks, Geographical Indications.

UNIT - II: INTERNATIONAL PROTECTION OF INTELLECTUAL PROPERTY RIGHTS - Establishment of WIPO, General Agreement on Trade and Tariff (GATT). Patent Co-Operation Treaty, TRIPS agreement, Bern Convention, Rome convention, WTO and Intellectual Property Rights.

UNIT - III: PATENTS - Introduction to Patents – Overview, Historical development, concepts on Novelty, Utility, Non-Obviousness. Patentable and Non Patentable Inventions. Procedure for Filing of patents. Acquisition of patent rights. Compulsory Licenses, patent offices in India and jurisdiction.

UNIT - IV: COPYRIGHTS, TRADEMARKS, OTHER INTELLECTUAL PROPERTY RIGHTS - Copyrights and related rights - Trade Marks and rights arising from Trademark registration - Definitions - Industrial Designs and Integrated circuits - Protection of Geographical Indications at national and International levels, Plant Varieties - Application Procedures, Trade Secret.

UNIT - V: LEGAL ASPECTS OF INTELLECTUAL PROPERTY RIGHTS - Infringement of Patents and Remedies. Modification of granted patents, Case Studies on - Patents - Copyright and related rights - Trade Marks - Industrial design and Integrated circuits - Geographic indications - Protection against unfair competition. Enforcement of Intellectual Property Rights.

SUGGESTED BOOKS

1. P. Narayanan, Intellectual property Rights, Eastern law House.
2. G. P. Reddy, Intellectual Property Rights & Other Law, Gogia Law Agency. Shinde and S K John.
3. P. Narayanan, Patent Law, Eastern Law House.
4. V.K. Unni, Trademarks & The Emerging Concepts of Cyber Property Rights, Eastern Law House.
5. Prof. A. Chandrasekaran, Intellectual Property Law, C. Sitaraman & Co. Pvt. Ltd.
6. Dr. Vikas Vashishth, Law & Practice of Intellectual Property in India, Bharath Law House Pvt. Ltd.



PAPER CODE – DSE 1001
COURSE: A) FINANCIAL DERIVATIVES (F)

COURSE OBJECTIVES

1. To understand the nuances involved in derivatives.
2. To understand the basic operational mechanisms in derivatives.
3. To provide an in-depth understanding of financial derivatives in terms of concepts.
4. To develop structure, instruments and trading strategies for profit and risk management.
5. To understand about the Indian Derivatives Market.

COURSE OUTCOMES

1. Students will be acquiring knowledge on derivatives market.
2. The operational mechanisms involving specifications, delivery options and relationships will be understood.
3. Students acquires an in-depth understanding on Contracts, futures and options.
4. Able to develop trading strategies and its valuation of interest rates.
5. Understands the regulatory framework of the Indian Derivatives Market.

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

UNIT - II: FUTURES CONTRACT - Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

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

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

UNIT - V: DERIVATIVES IN INDIA - Evolution of Derivatives Market in India – Regulations -Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

SUGGESTED BOOKS

1. John. C. Hull, Options, Futures and Other Derivative Securities', PHI Learning, 9th Edition.
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', PHI Learning.
3. Stulz, Risk Management and Derivatives, Cengage Learning.
4. Varma, Derivatives and Risk Management.
5. David Dubofsky – 'Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
6. S. L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India,
7. Website of NSE, BSE.

PAPER CODE - DSE 1001
COURSE: B) SERVICES MARKETING (M)

COURSE OBJECTIVES

1. To understand various concepts of services and intangible products.
2. To know the relevance of services in different industries.
3. To understand the characteristics of the service industry.
4. To Identify the Relevance of Quality in Services.
5. To provide insights on aspects of interactive marketing.

COURSE OUTCOMES

1. Understand the Concept of Services and intangible products.
2. Able to discuss the relevance of the services Industry to Industry.
3. Examine the characteristics of the services industry and the modus operandi.
4. Students can analyse the role and relevance of Quality in Services.
5. Students acquire insights on aspects of interactive marketing.

UNIT - I: SERVICE CONCEPTS - Scope of Services. Goods-Services continuum. 4 I's of Services Goods and Services Categorization. Industrial Services.

UNIT - II: UNDERSTANDING SERVICE MARKET - Consumer and Organizational behavior. Segmentation target Marketing and positioning. Customer expectations and perceptions of services.

UNIT - III: SERVICE MARKETING MIX - Product, Pricing, Place, Promotion, People, Physical evidence and process. Service Quality- Dimensions of quality. Understanding Quality Management. Measuring service quality.

UNIT - IV: STRATEGIES FOR MARKETING - Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention Strategies.

UNIT - V: SERVICE MARKETING TRIANGLE - External Marketing, Internal Marketing, relationship Marketing and Interactive Marketing. Employee's role in service delivery.

SUGGESTED BOOKS

1. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the Supply Chain", Kogan Page.
2. Zeithaml Valerie A. and Bitner Mary, "Services Marketing", TMH.
3. Rampal M.K. and Gupta S.L, "Service Marketing, Concepts, application and cases", Galgotia Publishing Company, New Delhi.
4. Woodruffe Helen, "Services Marketing", Mac Millan, India.
5. Roland T. Rust, Anthony J. Zoharik and Timothy L Keiningham, "Service Marketing", Addison Wesley.
6. Payne, "The Essence of Services Marketing", PHI.

PAPER CODE – DSE 1001

COURSE: C) LEADERSHIP AND CHANGE MANAGEMENT (HR)

COURSE OBJECTIVES

1. To develop the critical thinking skills among the students.
2. To manage and lead change through constructive disequilibrium.
3. To develop an understanding of change processes.
4. To think critically about the obstacles to change.
5. To understand the use of the process for decision making.

COURSE OUTCOMES

1. Students will develop critical thinking skills.
2. Enhances Leadership and Management skills.
3. Students will develop an understanding of change processes.
4. Able to think critically about obstacles to change.
5. Able to understand different methods and models in the process for decision making.

UNIT - I: INTRODUCTION TO LEADERSHIP - Traits, Styles, Skills, Behaviors, Vision, Inspiration and Momentum of Leadership-International Framework for Analyzing Leadership-Personality Types and Leadership-Five Factor Model of Personality-Leadership Perspectives on Cultural Values, Social Responsibility and Organizational Performance-Current Issues in Leadership-Contemporary Leadership Styles.

UNIT - II: LEADERSHIP DEVELOPMENT PROGRAMS AND MODELS - Characteristics, Types and Evaluation of Leadership Development Efforts-Trait, Behavior, Power Influence, Situational and Integrative Approaches to Leadership-Causal and Normative Models – Leader-Member Exchange Theory-LPC model-VIM of Self-Leadership-Perspectives on Change: Contingency, Resource Dependence, Population Ecology and Institutional.

UNIT - III: STRATEGIC CHANGE PROCESS - Hopson's Change Curve-Virginia Satir change Model-Noer's Redundancy Intervention Model-Change Path Diagnostics-Reactive and Proactive Change Path-Nabisco's Renewal Path-Diagnostic Models for Organizational Change-Methods for dealing with Resistance to Change-Enablers and Barriers to Change-Model of Cognitive, Effective and Behavioral Responses to Change-Five Stages of Planned Change.

UNIT - IV: INITIATING CHANGE - Weinberg's change process, triggers, drivers and tracers of change – Leavitt model- change mapping, change spectrum, Gestalt change cycle – Tropics Test, Behavioral, cognitive, psycho – dynamic and humanistic approaches to change. Bechard's change formula – Buchanan and Mc Calman's model of perpetual transit in management – Types of individual, group and organisational change, Organisational Change matrix.

UNIT - V: METHODS AND MODELS FOR CHANGE MANAGEMENT - Warfield 6-3-5 method – Rosemary Stewart’s model – Tony Buzan’s mind maps – Edward de Bono’s six thinking hats – Johari window – Nadler and Tushman’s congruence model – Scenario analysis – power – interest matrix – Kotter’ 8 step change model – Pendlebury, Nadler, Kanter and Taffinder’s planned change models. Dunphy Contingency Model of change.

SUGGESTED BOOKS

1. Cameron & Green, “Making sense of change mgt “, Kogan page.
2. Peter G. Northouse, “Leadership”, Sage.
3. Peter Lorange, “Thought leadership”, Meets Business, Cambridge.
4. John ADAIR, “Inspiring Leadership”, Viva Books.
5. Gary Yukl, “Leadership in Organisations”, Pearson.
6. A. J. DuBrin, “Leadership”, Wiley.
7. Mark Hughes, “Change management in organization”, Jaico.
8. Kavitha Singh, “Organization Change & Development”, Excel Books.
9. Lussir, “Effective Leadership”, Cengage.
10. Eric Flamholtz & Yvonne Randle, “Leading Strategic Change”, Cambridge.
11. Ian Palmer, “Managing organizational change”, TMH.
12. Jim Grieses, “Organizational change”, Oxford.
13. Jeffrey Russell, “Change Basics”, ASTD Press.
14. N. Sengupta, “Managing change in organizations”, PHI.
15. Srivasthava, “Transformation Leadership”, Macmillan.

PAPER CODE - DSE 1001
COURSE: D) DESCRIPTIVE ANALYTICS (S)

COURSE OBJECTIVES

1. To know Students the use of spread sheets.
2. To learn how to analyze data through excel.
3. To understand data analysis and the probability concepts.
4. To understand the conditional, joint and marginal probabilities.
5. To learn about the discrete probability distributions.

COURSE OUTCOMES

1. Students will be able to know the use of spread sheets.
2. Learn to analyze data through excel.
3. Understand data analysis and the probability concepts.
4. Understand the conditional, joint and marginal probabilities.
5. Learn about the discrete probability distributions.

UNIT - I: INTRODUCTION TO STATISTICS - Overview, Origin and development and Managerial applications of statistics. MS-Excel Overview, Basics of Spreadsheet, Statistical Functions, Use of Data Analysis Tool Pack.

UNIT - II: DATA ANALYSIS - Data Analysis and Frequency Distribution (DAFD), Scales of Measurement. Measures of Central Tendency. Pythagorean Means, Dispersion, Skewness and Kurtosis.

UNIT - III: PROBABILITY - Introduction to Probability-Concepts and definitions of probability-Classical, Relative frequency and subjective.

UNIT - IV: MARGINAL, CONDITIONAL AND JOINT PROBABILITY - Probability under conditions of statistical independence and statistical dependence, Marginal. Conditional and Joint Probabilities.

UNIT - V: PROBABILITY DISTRIBUTION - Random variables, discrete probability distributions (Binomial & Poisson Distributions). Continuous probability distributions (Probability Density functions & Normal distribution).

DATA MINING - Motivation for Data Mining - Data Mining-Definition and Functionalities - Classification of DM Systems - DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse - Issues in DM - KDD Process.

SUGGESTED BOOKS

1. Gerald Kellar, Statistics for Management and Economics, Cengage Learning.
2. Elementary Statistics by Mario F. Triola, Pearson Publication,
3. Fundamentals of Business Statistics by J K Sharma, Pearson Publications,
4. Levin R.I., Rubin S. David, "Statistics for Management", Pearson. Prentice-Hall India.
5. Data Mining and Predictive Analytics, Daniel T. Larose, Chantal D. Larose, Wiley.
6. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams - Essentials of Business Analytics, Cengage Learning.
7. James Evans, Business Analytics, Pearson.
8. Albright Winston, Business Analytics - Data Analysis - Data Analysis and Decision Making, Cengage Learning, Reprint.
9. Sahil Raj, Business Analytics, Cengage Learning.
10. Ratnoo & Ratnoo, Essentials of R for Data Analytics, Wiley.



PAPER CODE – DSE 1002
COURSE: A) BANKING AND INSURANCE (F)

COURSE OBJECTIVES

1. To provide an overview of the structure of banking and insurance business in India.
2. To describe the products and services in Banking and Insurance.
3. To highlight the regulatory changes and innovations in the Banking and Insurance sectors.
4. To prepare students for career opportunities in banking and insurance.
5. To describe about the life insurance and general insurance.

COURSE OUTCOMES

1. Learn about the performance of banks in India.
2. Learn about the sources and uses of Bank funds.
3. Understand the role and importance of insurance, its types.
4. Understand the latest innovations in banking system.
5. Learn about the types of life insurance and general insurance.

UNIT - I: INTRODUCTION TO BANKING - Structure of Indian Banking system- scheduled commercial banks, foreign banks; commercial banks versus payment banks; Types of banking –universal banking, wholesale banking, private banking, retail banking; Evolution of Banking in India– nationalization, banking reforms; financial intermediation by banks; Role of commercial banking and economic development, RBI, Banker-Customer relationship, Functions of a Bank, Banking Sector and organization of Banks; Different types of accounts, Various services offered by banks, Sources of risk in banks; Analyzing banks' financial statements

UNIT - II: USES OF BANK FUNDS - Features of Bank Credit, Different types of accounts, steps to be followed in the assessment of credit worthiness of a prospective borrower, the credit process and management, different types of loans and their features, Loan Pricing: The basic model, pricing of fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis, NPAs:- concept of gross and net NPAs, causes, implications & recovery of NPAs, Priority sector lending.

UNIT - III: REGULATION AND INNOVATIONS IN BANKING SYSTEM - Regulation of Bank Capital: The need to regulate Bank Capital, Concept of Economic Model, Concept of Regulatory Capital, Basel Accords I, II and III; Banking Innovations: Core Banking Solution, Retail Banking-Products & Services-Nature, Scope, Future and Strategies, Plastic Money, National Electronic Funds Transfer, ATM, Mobile Banking, M Wallets, Net Banking; Bancassurance; Payment & Settlement systems in Banks – Clearing and Gateways.

UNIT – IV: INTRODUCTION TO INSURANCE - Definition and nature of Insurance, Role and importance of Insurance, History and Development of Insurance, Risk Management and the Role of Insurance, Features of insurable risk; Principles of insurance; Legal aspects of Insurance Contract, Functions of Insurers, Types of Insurers, Reinsurance, Prospects of Insurance Companies, Overview of IRDA.

UNIT - V: LIFE INSURANCE AND GENERAL INSURANCE - The concept of Life Insurance, Life Insurance Products- Traditional and Market Related, Pension Plans, Group Insurance, Insurance for the underprivileged; Tax treatment of Life Insurance; Claims settlement, Distribution channel Marketing intermediaries; General insurance types - Health and accident, Motor, Fire, Credit and Crop.

SUGGESTED BOOKS

1. Vijayaragavan Iyengar, Introduction to Banking, Excel Books.
2. O. P. Agarwal, Banking and Insurance, Himalaya Publishing.
3. Peter. S. Rose & Sylvia. C. Hudgins, Bank Management & Financial Services, Tata McGraw Hill.
4. Bank Financial Management, IIBF.
5. Padmalatha Suresh & Justin Paul, Management of Banking & Financial Services, Pearson.
6. Emmett J. Vaughan & Therese M. Vaughan, Fundamentals of Risk & Insurance, Wiley, India Edition.
7. H. Narayanan, Indian Insurance – A Profile, Jaico Publishing House.
8. S. Arunajatesan, T. R. Viswanathan, Risk Management & Insurance, MacMillan.
9. Mark. S. Dorfman, Introduction to Risk Management & Insurance, Prentice-Hall of India Private Limited.
10. M. N. Mishra and S. B. Mishra, S. Chand, Insurance – Principles and Practice.

PAPER CODE – DSE 1002
COURSE: B) DIGITAL MARKETING (M)

COURSE OBJECTIVES

1. To educate students in the area of Digital Marketing.
2. To understand the transformation of business marketing practices across the globe.
3. To examine the strategic role of digital marketing processes and tools.
4. To explore the challenges of Interactive media, and the creative challenges of communicating.
5. To know about search engines and future trends in digital marketing.

COURSE OUTCOMES

1. The students get an understanding on the concepts of Digital Marketing.
2. Understand the Digital Marketing and Social Media marketing practice across the globe.
3. Learn the strategic role of digital marketing processes.
4. Understands the challenges of Interactive media, and communicates.
5. Understand about the search engines and future trends.

UNIT - I: DIGITAL MARKETING PLANNING AND STRUCTURE - Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities. WWW, Domains, Buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page, Call to Action (Real Engagement Happens), Designing Other Pages, SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing Word press Website.

UNIT - II: FACEBOOK MARKETING FUNDAMENTALS - Profiles and Pages, Business Categories, Getting Assets Ready, Creating Facebook Pages, Page Info and Settings, Facebook Page Custom URL, Invite Page Likes, Featured Video, Pin Post and Highlights, Scheduling Posts, Facebook Events, Reply and Message, Facebook Insights Reports, Competitor's Facebook Page, Ban User on Facebook Page, Connect with Twitter. Facebook Ad Campaigns: Organic v/s Paid, Defining Ad Objective, Performance Matrix, Ad Components, Designing Creative Image, Facebook Ad Structure, Setting up Facebook.

UNIT - III: GOOGLE ADWORDS - Understanding Adwords, Google Ad Types, Pricing Models, PPC Cost Formula, Ad Page Rank, Billing and Payments, Adwords User Interface, Keyword Planning, Keywords Control, Creating Ad Campaigns, Creating Text Ads, Creating Ad Groups, Bidding Strategy for CPC, Case Studies. PPC, CPM, CPA, Other Measuring Tools, Bidding Strategy on Location, Bidding Strategy on Schedule, Bidding Strategy on Devices, Conversion Tracking Code, Designing Image Ads, Creating Animated Ads, Examples on Animated Ads, Creating Video Ads, Youtube Video Promotion, Remarketing Strategies, Remarketing Rules, Remarketing Tracking Code.

UNIT - IV: WEB MARKETING - Ad Account, Create Ad -Targeting, Create Ad - Budgeting, Create Ad -Creative, Content and CTA, Boosting Page Posts, Page Promotion, Video Promotion, Similar Ads and Audiences, Tracking Pixels Code, Remarketing - Website Visitors, Custom Audiences -Look Alike, Custom Audience -Saved Group, Managing and Editing Ads, Ad Reports and Ad Insights, Billing and Account. Facebook Business Manager, People, Pages and Roles, Ad Accounts Configurations, Ad Agencies and Assigning, Shared Login for FB Business A/c, Power Editor, Email Targeting on Facebook, Facebook Offers.

UNIT - V: EMAIL MARKETING - CONTENT WRITING - Email Machine -The Strategy, Email Frequency, Why People Don't Buy, The Fuel -Value, Triggers in Email using 4Ps, Sequence of Email Triggers, Email Example - Topic, Intro, Product, Secondary Value, Fear, Regret, Ask for Sales, Reinforcement, Offers Announcements, Urgency, Cross Sales, Re-Engagement, Buyer vs Consumer. Email Software and Tools, Importing Email Lists, Planning Email Campaign, Email Templates and Designs, Sending HTML Email Campaigns, Web Forms Lead Importing, Integrating Landing Page Forms.

SUGGESTED BOOKS

1. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky.
2. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales with Email Marketing, Ian Brodie.
3. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah.
4. The art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson, Wiley.
5. Digital Marketing for Dummies by Ryan Deiss and Russ Henneberry, For Dummies.

PAPER CODE – DSE 1002

COURSE: C) TALENT AND KNOWLEDGE MANAGEMENT (HR)

COURSE OBJECTIVES

1. To offer knowledge on various approaches to talent and knowledge management in business organizations.
2. To discuss on a variety of institutional strategies and models for dealing with talent and knowledge management.
3. To educate on the nature and processes of knowledge intensive firms.
4. To understand the knowledge management approaches.
5. To provide the framework of knowledge management approaches.

COURSE OUCOMES

1. Understand various approaches to talent and knowledge management.
2. Learn the strategies and models for dealing with talent and knowledge management.
3. Understand the nature and processes of knowledge intensive firms.
4. Learn about the knowledge management approaches.
5. Understand the approaches to knowledge management.

UNIT - I: Meaning and importance of talent management. Designing and building a talent reservoir – Segmenting the Talent Reservoir. Talent Management Grid, Creating a talent management system. Institutional strategies for dealing with talent management.

UNIT - II: Competency–meaning, characteristics, types–Steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy. Role of leaders in talent management.

UNIT – III: The nature of knowledge management–alternative views of knowledge. Types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of knowledge intensive firm. Key processes in knowledge intensive firms.

UNIT - IV: Knowledge management framework of Hansen–Earl’s seven schools of knowledge management– Alvesson and Karreman’s knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.

UNIT - V: Organizational impacts of knowledge management–on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization–importance, types and timing. Knowledge discovery systems.

SUGGESTED BOOKS

1. Ed by Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", Tata McGraw Hill edition.
2. Ed by Larry Israelite, "Talent Management", ASTD Press.
3. Sajjad M Jasmuddin, "Knowledge Management", Cambridge.
4. Stuart Barnes, "Knowledge Management Systems", Cengage Learning.
5. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal "Knowledge Management", Pearson Education Inc.
6. Donald Hislop, "Knowledge management in Organizations", Oxford University Press.
7. Sudhir Warier, "Knowledge Management", Vikas Publishing House Pvt. Ltd.
8. Thorne & Pellant, "The Essential Guide to Managing", Viva Books.
9. Stuart Barnes, "Knowledge Management Systems", Cengage Learning



COURSE CODE - DSE1002
COURSE CODE: D) PREDICTIVE ANALYTICS (S)

COURSE OBJECTIVES

1. To study the applications of predictive tools and techniques to predict outcomes from the data, and interpret the results for improved decision-making.
2. To understand Hypothesis testing based on F distribution, Chi-square and ANOVA.
3. To learn and perform Cluster analysis.
4. To learn about the forecasting methods of quantitative and qualitative Time Series models.
5. To perform Correlation and Regression analysis through data visualization techniques.

COURSE OUTCOMES

1. Students will be able to apply predictive tools and techniques to predict outcomes from the data, and interpret the results for improved decision-making.
2. Understand Hypothesis testing based on F distribution, Chi-square and ANOVA.
3. Learn to perform Cluster analysis.
4. Learn to forecast the quantitative and qualitative Time Series models.
5. Students will be able to perform Correlation and Regression analysis through data visualization techniques.

UNIT - I: FACTOR ANALYSIS - Introduction to Dimension reduction using Factor Analysis Statistics. Principal Component Analysis, Exploratory and Confirmatory Factor Analysis.

UNIT - II: HYPOTHESIS TESTING - Hypothesis Testing, Errors in Hypothesis Testing. Hypothesis testing for single Population Means, Hypothesis testing for the difference between two population means. Errors in Hypothesis Testing. Hypothesis Testing based on F Distribution. Chi-square and ANOVA.

UNIT - III: CLUSTER ANALYSIS - Classification (K – Nearest Neighbour Algorithm) and Cluster Analysis (Hierarchical and K Means Clustering).

UNIT - IV: TIME SERIES - Forecasting & Time Series- Qualitative and Quantitative forecasting methods, Time series analysis, time series decomposition models, Measurement of Seasonal effects.

UNIT - V: CORRELATION, REGRESSION AND DATA VISUALIZATION - Correlation and Regression: Types of Correlation, Methods of Correlation Analysis, Advantages of Regression Analysis, Simple Linear Regression, Logistic Regression.

SUGGESTED BOOKS

1. Data Mining and Predictive Analytics, Daniel T. Larose, Chantal D. Larose, Wiley.
2. Fundamentals of Business Statistics by J K Sharma, Pearson Publications.
3. Levin R.I., Rubin S. David, "Statistics for Management", Pearson. Prentice-Hall India.

COURSE CODE - PR 1001
COURSE CODE: PROJECT WORK

COURSE NO. PR – 601/PR - 1001

PROJECT REPORT

During the 4th and end of 8nd semester, students are expected to undergo internship at a business firm/ Government Department /Corporate/Bank/NGO/Cooperative society/startup/or any other enterprise to undergo summer internship/field work as per the guidance of teacher concerned. Original exploratory/qualitative research studies are also encouraged. The student has to take up Project work, in the specialization area of Management under the guidance of a faculty member. **They are encouraged to be in regular contact of the supervisor till completion of project.**

The student has to take up preparation of Project Report during 6th Semester and 10th semesters, in the specialization area of Management under the guidance of a faculty member. The Project Report must be submitted at the end of 6th and 10th semesters respectively to the college

The Project work will be an original one and an indicative format for preparation is presented below:

1)Project report should be presented in the following sequence: i) Title page; ii) Student's declaration; iii) Supervisor's certificate; iv) Internship certificate; v) Abstract; vi) Acknowledgements; vii) Table of contents; viii) List of tables; ix) List of figures; x) List of appendices.

2) Chapter Design

Chapter I - Introduction to Study, Research Methodology – Identification of Research Gap, Need for the Study, Objectives, Study period, Scope, Sources of Data, Research Design, Sampling Methods and Techniques, Statistical Tools, Chapterisation etc.

Chapter II Literature Review – Studies pertaining to the topic of study – maybe from Journals, newspapers, text books or internet

Chapter III Company Profile (Optional/depending on the study) – A brief overview of the organization being studied

Chapter IV Data Analysis and Interpretation – The most important Chapter that consists of the data analysis and interpretation using statistical tools mentioned in Chapter I

Chapter V Summary, Major Findings, Conclusions and Suggestions – A summary of the major findings, the student's own observations/comments after completion of study and suggestions to the company.

Annexures

- i. Questionnaire
- ii. Bibliography – contains list of books, journals, newspapers with date, databases and websites.

Note: If Primary Data is collected from a select company, Project Report must contain certification. If data is taken from secondary sources, certification is not needed.

The Project Report must be an Original One and Plagiarism rules will be applicable as per University instructions and guidelines.

The Project Report carries 4 credits and shall be evaluated by the panel of examiners constituted by the Board of Studies, Department of Business Management.



COURSE NO. CV - 601

COMPREHENSIVE VIVA VOCE

A comprehensive viva-voce examination will be held at the end of 6th Semester and 10th semesters that aims at testing comprehensive knowledge and understanding of the students in the entire courses pursued till those semesters.

The Viva Voce carries 2 credits and shall be held by the panel of examiners constituted by the Board of Studies, Department of Business Management.

FACULTY OF MANAGEMENT
BBA/MBA (5 Yrs Integrated Course) (CBCS)
DISCIPLINE SPECIFIC COURSES, DISCIPLINE SPECIFIC ELECTIVES,
GENERIC & OPEN ELECTIVES FOR ALL SEMESTERS

MODEL QUESTION PAPER

INTERNAL EXAM (Max Marks – 15)

- I) Multiple Choice Question $10 \times \frac{1}{2} = 5$ Marks
- II) Fill in the blank $10 \times \frac{1}{2} = 5$ Marks
- III) Short Answer Question $5 \times 1 = 5$ Marks



**FACULTY OF MANAGEMENT
BBA/MBA (CBCS)
MODEL QUESTION PAPER
ABILITY ENHANCEMENT COURSES, SKILL ENHANCEMENT COURSES
I, II, III & IV SEMESTERS
Subject: XXXXXX XXXXXXXX
Paper - : XXXXX**

INTERNAL EXAM

Max. Marks 10

Time 30 Min

Section A: Multiple Choice Questions – 10

10 * ½ Mark = 5 Marks

Section B: Fill in the Blanks – 10

10 * ½ Mark = 5 Marks

EXTERNAL EXAM (UNIVERSITY EXAMINATION)

Max Marks – 40

Time 1 ½ Hrs

PART – A

Answer all questions (Short Answer Type)

5 * 2 = 10 Marks

1. a)

b)

PART – B

Essay Answer Type

2 * 15 = 30 Marks

2. a)

OR

b)

3. a)

OR

b)

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**FACULTY OF MANAGEMENT
BBA/MBA(CBCS)
EXTERNAL EXAMINATION
MODEL QUESTION PAPER
DISCIPLINE SPECIFIC COURSES, DISCIPLINE SPECIFIC ELECTIVES,
GENERIC & OPEN ELECTIVES FOR ALL SEMESTERS**

Subject: XXXXXX XXXXXXXX

Paper - : XXXXX

Max. Marks: 80

Time: 3 Hours

Note: Answer all the questions

PART – A

10 * 2 = 20 Marks

Short Answer Type

1. Answer all the following questions.

- a. Unit I
- b. Unit I
- c. Unit II
- d. Unit II
- e. Unit III
- f. Unit III
- g. Unit IV
- h. Unit IV
- i. Unit V
- j. Unit V

PART – B

5 x 12 = 60 Marks

Essay Answer Type

- 2. a) Unit I
- b) Unit I
- 3. a) Unit II
- b) Unit II
- 4. a) Unit III
- b) Unit III
- 5. a) Unit IV
- b) Unit IV
- 6. a) Unit V
- b) Unit V

OR

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OR