

**KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY
(KKHSOU)**

**PROGRAMME PROJECT REPORT
ON
MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Submitted to
UNIVERSITY GRANTS COMMISSION
BAHADUR SHAH ZAFAR MARG
NEW DELHI – 110 002**

**Submitted by
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September 2017

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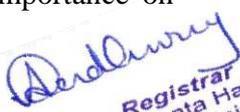
KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY (KKHSOU)**PROGRAMME PROJECT REPORT****MBA PROGRAMME FOR THE ACADEMIC SESSION 2018-19****1.1 PROGRAMME'S MISSION AND OBJECTIVES:**

Maniram Dewan School of Management of KKHSOU has been established to provide developmental avenues for working personnel, professionals, entrepreneurs, self employed and also for those who are keen to have knowledge of management and for acquiring management qualifications to upgrade and refine their managerial skills, capabilities, and orientation.

The MBA programme of Maniram Dewan School of Management of KKHSOU is designed to enable the learners to imbibe the relevant knowledge and skills of Management and Entrepreneurship. The MBA programme aims to impart learning opportunities to the learners in the specific domains like leadership, entrepreneurial skills, and professional competence. Syllabi of MBA Programme have been finalized after a series of deliberations and discussions with academic experts in the respective field from Gauhati University and . This programme has been thoroughly revised in accordance with the UGC Regulations on Open and Distance Learning, 2017. The quality of Curriculum and Syllabus of this programme has been so designed to accommodate the recent developments in the field of higher education in general and the subject in particular.

The overall mission of MBA programme is to provide quality higher education at door step through barrierless, flexible and open learning mode in conformity with national priority and societal need. The University strives to provide 'education beyond barriers'. To achieve this mission, the MBA Programme has the following objectives:

- a) To help the learners understand the emerging concepts in different functional areas of management like marketing, personnel, finance and production.
- b) To understand the practical implications of the above with the help of case studies.
- c) To facilitate the working people who wish to develop their professional skills in management.
- d) To help the learners with development of relevant knowledge and skills to start their own enterprises
- e) Contribute to the University's mission of regional development by putting importance on regional issues.


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1.2 RELEVANCE OF THE PROGRAMME WITH KKHSOU'S MISSION AND GOAL:

KKHSOU attempts to provide higher education and training in various skills using the latest educational inputs and technology. KKHSOU formulates its academic programmes in such a way that it attracts learners from among the under-educated as well as highly educated groups of people. The University has the following missions.

- a) To expand the higher education to cover the maximum number of population.
- b) To maintain equity or justice in the field of higher education.
- c) To ensure the quality or excellence in higher education.
- d) To increase research both qualitatively and quantitatively

The MBA programme would contribute towards accomplishment of the mission and goals of KKHSOU in the following manner :

- a) Ensuring that MBA programmes are made accessible, inclusive and responsive to the needs of diverse groups of learners with special focus on learners from disadvantaged population groups, particularly youth with special needs and with various forms of disabilities, and ensuring that all enrolled learners are supported to enable them achieve the expected learning outcomes;
- b) Providing the employed and self-employed individuals with the preference for management education.
- c) Ensuring social, regional and gender gaps are eliminated and gender equality and girls' and women's empowerment are promoted throughout the education system;
- d) Ensuring integration of information and communication technologies (ICTs) in MBA programme, especially for improving access to education, enhancing the quality of teaching-learning process, and strengthening educational planning and management.

1.3 NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS FOR MBA PROGRAMME:

KKHSOU specially strives to cater to the needs of the learners from far flung areas cutting across of age, sex and backwardness so that they can have access to quality education and it functions with a motto of "*Education beyond Barriers*".

KKHSOU offers its MBA programme specially designed and developed for the learners to make them acquainted with different management philosophies such as understanding of behavioural science, marketing, human resource management, financial management and information systems. To achieve the mission of KKHSOU, the MBA Programme has emphasized the following prospective target groups of learners:

- a) Women learners who want to get empowered with management education and acquire professional skills and start any entrepreneurial venture.
- b) Working people who wish to develop their professional skills in management and entrepreneurship.
- c) People engaged in different services, business or other professions.
- d) People hailing from far flung remote areas and living in other disadvantageous conditions.
- e) Learners who are deprived of higher education in conventional system for varieties of reasons.
- f) Working professionals in the lower or mid-level management, who are not able to complete their masters, and maybe experiencing a stalled career stage, as a result.

1.4 APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN OPEN AND DISTANCE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE

The MBA programme of KKHSOU has been designed to enable the learners imbibe the concepts and practices of management through open and distance learning mode. The methodology of instruction of KKHSOU is different from that of the conventional Universities. The Open University system is more learner-oriented and the learner is an active participant in the pedagogical (teaching and learning) process. Most of the instructions are imparted through distance education methodology as per the requirement. KKHSOU follows a multimedia approach for instruction, which comprises:

- a) The printed study material (written in self-instructional style) for both theory and practical components of the programmes would be supplied to the learners. The syllabi of the MBA Programme have been upgraded as per the recommendations of the Report of the *Committee to Regulate the Standards of Education being Imparted through Distance Mode* constituted by the Ministry of Human Resource under the chairmanship of N R Madhava Menon, popularly known as the Madhava Menon Committee Report.

The SLMs have the following features:

- i. ***Self Explanatory and Self contained:*** The content is presented in such a style so that the learners can go through the materials without much external support, for additional sources or even a teacher.
- ii. ***Self Directed:*** The SLMs of MBA Programme are aimed at providing necessary guidance, hints and suggestions to its learners at each stage of learning. It is presented in the form of easy explanation, sequential development, illustrations, learning activities etc.
- iii. ***Self-Motivating:*** In ODL system, the learners remain off the campus for most of their study time. Therefore, the SLMs of MBA Programme are designed in such away that it arouses curiosity, sensitises on problems, relates knowledge to familiar situations and makes the entire learning meaningful for them.

- iv. The SLMs of MBA Programme includes 'Let Us Know(Additional Knowledge)', 'Illustrations', 'Check your Progress', 'Model Questions' etc so that the learners become self motivated and self evaluating.
- b) **Audio-Visual Material Aids:** The learning package contains audio and video CDs which have been produced by KKHSOU for better clarification and enhancement of understanding of the course material given to the learners. The Ekalavya and community radio service are broadcasting curriculum based audio programmes.
- c) **Counselling Sessions:** Normally counselling sessions are held every Sunday at the study centers.

1.5 INSTRUCTIONAL DESIGN:

1.5.1 Curriculum Design: Curriculum of the MBA programme has been designed by taking help of experts in the subject from other reputed Universities in the region like Gauhati University, Guwahati. The contents of the syllabi are updated. While preparing the syllabi, UGC Model Syllabi and syllabi of other Universities and recommendations of Madhava Menon Committee have been consulted. (*Structure of the MBA Programme is placed at Annexure-I and Detailed Syllabi are presented in Annexure-II*)

The following instructional instruments are provided to the learners of management programmes:

- a) **Self learning Materials (SLM):** SLMs of MBA programme are designed by the experts from management areas in tune with the demand of the learners. SLMs are specially prepared for the target group of MBA learners.
- b) **Counselling sessions at the study centre:** The counseling sessions are held in all study centers for the MBA Programme. The counseling sessions are held on Sundays besides other days of the week as mutually agreed upon by the study centre and learners.
- c) **Multi media study material:** In addition to SLMs in print form, KKHSOU has developed audio-visual materials related to management courses. These are usually distributed in CDs and DVDs and are meant for facilitating better understanding among the learners.
- d) **Learner Support services:** KKHSOU facilitates its MBA learners with the following ICT based Services: The student support services available include the following:
 - i. Self-Learning Materials covering the entire syllabi;
 - ii. Counselling sessions at study centres;
 - iii. Access to library services at study centres and the Central Library of the University as well;

- iv. Audio-Video materials on selected modules, available at study centres;
- v. Community Radio Programmes on selected topics;
- vi. *Eklavya*, a radio programmes broadcast from All India Radio Station, Guwahati and simultaneously broadcast by All India Radio Station, Dibrugarh;
- vii. Live Phone-in-programme is broadcast by All India Radio, Guwahati each Thursday (9.15 am – 10.15 am). In this programme, learners get live support to their queries, while the public in general can also interact with officials/faculty members of the University on varied issues;
- viii. Most of the Audio-Video programmes are also made available online through ‘YouTube’ videos;
- ix. Learners can also write emails to any officials/faculty members of the University. For this a general email ID: info@kkhsou.in has been created. Queries raised through email to this email id is redressed by concerned official/faculty members of the University;
- x. A Facebook Account is also available where the learners can communicate with their issues. The System Analyst of the University has been assigned as Administrator of the account;
- xi. An Android App “KKHSOU” has also been designed. This Android App can be downloaded free of cost from Google Play Store. Through this App, the learners can get detail information of academic programmes available, district-wise and course-wise list of study centres, contact information of the study centres, University etc. This Android App of the University has also been widely recognised and has received an Excellence Award from IGNOU;
- xii. Learners can register for a free SMS service. This SMS services keeps the learner updated on schedule of Examination, Declaration of results, Admission schedule and other important events.

1.5.2 Duration of the programme: The MBA programme has four semesters and is of minimum 2 years. The programme has 4 courses in each semester carrying 100 marks (80+20) i.e for 4 semester the programme will have 16 courses with a Project Study (200 marks). However, the maximum duration of the programme is 6 years as stated below:

- Minimum Duration :4 semesters (2 years).
- Maximum Duration :6 years (maximum of 4 attempts in 1 course/paper).

In case, a learner is not able to qualify a course in its first attempt, he/she has to qualify in the particular course within the next four attempts, subject to maximum duration of the study.

1.5.3 Credit Distribution: The University follows the system of assigning 30 hours of study per credit of a course. Thus, following this norm, a 4 credit course constitutes a total of 120 hours of study. Out of the total credit hours, a minimum of 10 percent, i.e., minimum 12 hours of counselling per course is offered to the learners at their respective study centres. This programme has 72 credits in total. (*Annexure-I of this Report*)

1.5.4 Faculty and Support Staff requirement: The University currently has 3 full time faculty members in the Department of Management, viz., one Professor and two Assistant Professors.

1.5.5 Specialization: All the courses are compulsory. The specialization courses are offered in fourth semester with a project study. Learners have to opt for four courses from any one specialisation course namely Finance Specialisation/Marketing specialization/HRM specialization at the 4th Semester of the programme.

1.5.5 Project Study: The objective of the Project is to help the learners acquire ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work. The duration of the project work is six months. At the beginning the learners need to submit a Project Synopsis of Topic of their choice related to their Specialization followed by a Progress Report of the project. At the end of the term the learners need to submit the Final Project Report and appear a Viva.

The project carries 100 marks and it is mandatory to submit the Project Report before the completion of the programme. (*Project Study details are presented in Course Code 25 as presented in Annexure II of this Report*)

1.6 PROCEDURE FOR ADMISSIONS, CURRICULAM TRANSACTION AND EVALUATION FOR MBA PROGRAMME:

1.6.1 Admission Procedure:

For admission into MBA programme for 2018-19 session, a candidate must clear an entrance test. Any graduate (Except in Fine Arts) with minimum 40% marks in aggregate can apply for the entrance test. The following is the admission procedure:

- a) The announcement for the application for admission test (Entrance Test) to MBA Programme would be made through newspaper and Universities Website.

- b) Application for the admission to MBA Programme of KKHSOU needs to be submitted as per the Format attached with admission Bulletin. The candidates will have to appear in an Entrance Test in selected Study Centres of the University.
- c) The candidates will be exempted from Entrance Test if they have:
 - a. Three years of managerial experience in government, public or private organization
 - b. Three years of experience as an Entrepreneur
 - c. Those who have a minimum of 40% marks in any national level entrance test for admission into management programmes (MAT/CAT/ATMA/CMAT/XAT)
- d) The Entrance Test will be a test based on MCQs in the areas of General Knowledge, General English, General Arithmetic and Test of Reasoning.
- e) Candidates seeking exemption will have to apply to The Registrar of KKHSOU with adequate supporting evidences.
- f) Admission and Entrance Test shall be through the selected Study Centres of the MBA Programme only spread across the state of Assam.
- g) After the selection procedure, the learners will have to pay course fee through the Bank challan at any branch of State Bank of India. A copy of the challan returned by the Bank after payment is required to be submitted at the recognised study centers within due date. Course fee may also be paid in the form of Bank Draft drawn in favour of “Krishna Kanta Handiqui State Open University” and payable at Guwahati. The University has also introduced the system of online receipt through SBI.
- h) All the enrolled learners will be provided with the self learning materials, registration number, programme guidelines and identity cards.

1.6.2 Lateral Admission

Candidates having Post Graduate Diploma in Business Management from any University/Institute recognised by UGC/AICTE having 75% common courses are eligible to get lateral entry in the 3rd semester of the MBA Programme. Lateral admission will require prior approval from the University authority. The candidates will have to apply to ‘The Registrar’ of KKHSOU furnishing details of supporting evidence.

1.6.3 Continuous Admission:

- a) After completion of a particular semester, admission into the next semester is required within one month of the last examination of the previous semester. It does not depend on whether appeared in examination, or the result of the earlier semester. Admission will have to be taken continuously in the programmes without any brake. A learner will be allowed to appear in all the examinations including back within the stipulated time of a programme.
- b) A learner will have to take admission to the next semester within one month from the last date of examination of the previous semester.
- c) A learner will be allowed to take admission to the next semester beyond one month but within two months from the last date of examination of the previous semester with a fine of Rs. 500.
- d) Under special circumstances and on special consideration, a learner may be allowed admission in the next semester even beyond two months but before issue of notification for filling up of forms for examination of that semester by the University on individual application with sufficient reasons and on payment of a fine of Rs.1000.

1.6.4 Fee Structure:

The following is the fee structure of MBA Programme:

Semester	Fee
1 st Semester	Rs. 12, 300(<i>includes enrollment, course and examination fee</i>)
2 nd Semester	Rs. 12, 000 (<i>includes course and examination fee</i>)
3 rd Semester	Rs. 12, 000 (<i>includes course and examination fee</i>)
4 th Semester	Rs. 14, 000 (<i>includes course and project fee</i>)

1.6.5 Fees for Project:

A Challan of Rs 1000/- as Project fees should be enclosed with the copy of the project report (which will be sent to the university), if not paid the fee during the admission time.

1.6.6 Financial assistance:

The University offers free education to jail inmates and differently abled learners. At present, the University offers free of cost education to jail inmates in 13 district jails of the state. The University is in the process of adding more of central/district jails in the Academic Session 2018-19.

The University also offers subsidised education to the learners living below the poverty line. On production of BPL certificate from competent authority, the University offers 50% discount on course fee.

1.6.7 Curriculum Transaction and Activity Planner:

An activity planner, that guides the overall academic activities in the MBA programme shall be made available prior to the admission schedule of the University. The newly constituted CIQA office as per UGC guidelines and the office of the Academic Dean would upload the Academic Plan and month wise Academic Calendar to enable the learners to plan their studies and activities accordingly.

1.6.8 The evaluation system of the programme:

The system of evaluation of KKHSOU has a multitier system of evaluation.

- a) The University adopts both ongoing and term end evaluation. Ongoing evaluation is conducted in two modes: internal and external. The internal evaluation is to be undertaken by the learner himself. For this, the University has designed some Check Your Progress questions, which would help the learners to self-check his progress of study. However, this is undertaken at the learners' end themselves and is non-credit based.
- b) Self-assessment exercises within each unit of study.
- c) Continuous evaluation mainly through assignments which are tutor-marked, practical assignments and seminar/workshops/extended contact programmes
- d) For overall evaluation of a course, the University follows the two types of evaluation:

Continuous Evaluation (Assignments)	: Weightage assigned 20%.
Term End Evaluation (Semester-end Examinations)	: Weightage assigned 80%.
- e) The learners have to submit the assignments within the schedule of a semester at the respective study centres. The counsellors at the study centres evaluate the assignments and return them to the learners with feedback.
- f) Term end examinations are conducted on scheduled dates at selected examinations centres. Evaluations are done by the external examiners at zonal centres. After evaluation, further scrutiny is done, followed by moderation. Results are declared within scheduled dates as laid down in the Activity Planner.
- g) Learners would be able to get their scripts re-evaluated if they are not satisfied with evaluation.
- h) Questions for the Semester End paper would be set as per the Evaluation policy of the University to have a coverage of all the modules of the respective courses.
- i) The University is in the process of using high security and eco-friendly synthetic (water proof and termite proof) papers for mark sheets and certificates. Moreover, use of

interactive kiosk at study centres for issue of admit card and modification of the existing EDPS system for quick publication of results of examinations are also being planned. Similarly, introduction of biometric identity of learners is also being planned

- j) Project work (200 marks with 8 credit). The evaluation of learners depends upon various instructional activities undertaken by them. A learner has to write assignment responses compulsorily before taking term-end examination from time to time to complete an academic programme.

1.7 REQUIREMENTS OF THE LABORATORY SUPPORT AND LIBRARY RESOURCES:

The University is already equipped with computer lab for the learners of MBA programme. Library services are offered to the learners through physical library facilities set up by the University at the respective study centres. Reference books are suggested by the faculty members of the University, and are supplied to the study centres's library.

The Central Library at KKHSOU has a sizeable repository of relevant reference books and textbooks relating to management and entrepreneurship. The books available at the Central Library are quite helpful for the faculty members and the SLM writers as well as the content editors. It may be mentioned here that copies of relevant reference books and textbooks have also been sent to the libraries of the respective study centres which can be accessed by the learners.

The digital version of the University Central Library, KKHSOU is also available on the website: <http://www.kkhsou.in/library/> which is an online platform for collecting, preserving and disseminating the teaching, learning and intellectual output of the University to the global community. On this website the entire catalogue (title/ author/ publisher wise) of library resources including books and other literature relating to this particular course and the Open Access Search Engine (OAJSE) which is a gateway to over 4,500 e-journals including those in management can be accessed among others.

1.8 COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS:

The office of the Finance Officer of KKHSOU keeps all the records of finances regarding print of SLMs, honorarium paid to the members of the Expert Committee, honorarium to be paid to Content Writers, Content Editors, Language Editors, Translators, Proof Readers and also the expenditure related with organizing counsellors' workshops, meeting of the co-ordinators of the study centres etc. Moreover, the finance office also maintains records of purchase of computers, online space, books, journals etc. The accounts are maintained as per the laid down procedures of government.

As regards, the cost of programme development, programme delivery, and programme maintenance, the finance office conducted an exercise based on historical costing method to

arrive at indicative figures of cost. The findings are presented below in respect of the MBA programme.

1.8.1. Programme Development Cost: Rs 35, 04, 000.00

The office of the Finance Officer of KKHSOU has worked out the following also.

- a. SLM Development Cost for Master Degree Programme per unit- Rs. 7,300/-
- b. Printing Cost per SLM - Rs. 56/-
- c. Cost of CD per unit - Rs. 23/-

1.8.2 Programme Delivery Cost:

The SLMs prepared have to be delivered to various study centres located at the far flung remote areas. On an average, the University delivers about 15 kgs of study materials per student. The cost of delivery of 1 kg of such material is Rs.10. Accordingly, depending upon the number of candidates, the cost for the MBA programme will be provisioned by the University. The office of the Finance Officer has calculated the delivery cost of SLM per student at Rs. 150/-

1.8.3 Programme Maintenance Cost:

The University will keep financial provision for organizing stake holders' meetings, counselling workshops etc., as per the Academic Plan and Academic Calendar approved by the Academic Council of the University. The workshops conducted by the University will not only benefit the learners of the programme, but will also benefit the learners of other programmes. The University will also bear the cost of organizing the meeting of Syllabus Revision Committee etc. and also for supply of additional study materials if required for improving the quality of the programme. Moreover, the University will keep on investing in developing the IT infrastructure so that the learners can benefit from the ICT enabled programme.

Maintenance Cost for MBA programme per student is Rs. 4,925.00 as calculated by the office of Finance Officer.

1.8.4 The figures as indicated above will be applicable for the MBA programme of the University. The University will keep adequate financial provision for development, delivery, and maintenance of the programme presented as per the Programme Project Report.

1.9 QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES:

a) **Quality Assurance Mechanism:** With regard to the quality concerns of the course materials, the department is involved in the following activities:

- The programme design and structure is decided upon after a series of discussions and deliberations with a team of a few carefully chosen subject experts, who are mostly eminent scholars and professionals from the reputed institutions of higher education. Formed with due approval from the University authority, this expert Committee is helped by the in-house department faculties while preparing the framework of the programme.
- The next step after the completion of the framework preparation is the allotment of the assigned papers (which is again composed of 15 units) to the assigned authors. The in-house faculties prepare a carefully chosen list of authors for the task. The in-house faculties also contribute their writings, besides the outsourced authors, who are mostly research scholars and faculty members from higher educational institutions.
- The content editors are then roped in for the next round. The content editors, who are mostly academics from reputed higher educational institutions, look into the contents of the units and provide their suggestions and feedbacks to be included by the coordinator of the programme.
- The next step is that of printing and distributing the SLMs to the respective study centres. Arrangements would be made to distribute the SLMs to the learners at the time of admission.
- Newly established CIQA office which will take care of the following to enhance the quality of the various facets of the University:
 - Counselors workshops
 - Stakeholders meetings
 - Feedback Responses from the learners from various programmes
 - SLM Audit
- In order to keep the programme updated, the programme would be revised and necessary changes would be incorporated for the benefit of the learners, based on the inputs received from the mechanism as mentioned above.

b) **Expected Programme Outcomes:** The outcomes of the programme are manifold:

- It will enable the learners to acquire knowledge enabling them to articulate well the conditions around them.
- The programme will also help the learners to seek employment and career prospect avenues in the development sector, entrepreneurial venture, self employment a other upcoming sectors like banking, insurance and other service sectors.

Annexure-I

STRUCTURE OF THE MBA PROGRAMME

PROGRAMME OUTLINE:

The core courses of the MBA Programme are listed below. The evaluation framework for each course comprises assignments and semester- end test.

	Course Code	Title of the Course	Marks	Credit
Semester 1	Course Code 1	Management Process and Organizational Behavior	20+80	4
	Course Code 2	Managerial Economics	20+80	4
	Course Code 3	Accounting for Manager	20+80	4
	Course Code 4	Information Technology and MIS	20+80	4
Semester 2	Course Code 5	Human Resource Management	20+80	4
	Course Code 6	Marketing Management	20+80	4
	Course Code 7	Financial Management	20+80	4
	Course Code 8	Business Law	20+80	4
Semester 3	Course Code 9	Statistics for Management	20+80	4
	Course Code 10	Production and Operation Management	20+80	4
	Course Code 11	Business Research and Methodology	20+80	4
	Course Code 12	Business Policy and Strategic Management	20+80	4
<i>In 4th Semester, the learners have to select any one specialisation (four courses from Finance/ Marketing/ Human Resource Management). The area-wise courses are listed below-</i>				
Finance Specialisation	Course Code 13	Investment Management	20+80	4
	Course Code 14	Strategic Management Accounting	20+80	4
	Course Code 15	Management of Financial Services	20+80	4
	Course Code 16	International Finance	20+80	4
Marketing Specialisation	Course Code 17	Sales, Distribution and Supply Chain Management	20+80	4
	Course Code 18	Service and Retail Marketing	20+80	4
	Course Code 19	Industrial and Rural Marketing	20+80	4

	Course Code 20	Consumer Behaviour	20+80	4
<i>HRM Specialisation</i>	Course Code 21	Industrial Relation and Labour Legislation	20+80	4
	Course Code 22	Organisational Change and Development	20+80	4
	Course Code 23	Performance Management and Compensation Management	20+80	4
	Course Code 24	Manpower Planning and Resourcing	20+80	4
	Course Code 25	Project Report	100	4
Total Marks			1800	70 Credits

Annexure-II**Detailed Coursewise Syllabus of MBA Programme****MBA DETAILED SYLLABUS****SEMESTER 1*****COURSE CODE 1: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR***

- Unit 1: Introduction to Management and Management process:** Introduction, Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions, and a System View Concept of management:
- Unit 2: Levels of management and Functions of management:** planning, organizing, staffing, directing, controlling and coordination.
- Unit 3: Planning and Forecasting:** Planning and Forecasting: Introduction, Importance of Planning, Types of Planning, Steps in Planning, Decision Making, Model in Planning and Decision Making, meaning of forecasting, Relationship between planning and forecasting, advantages and disadvantages of forecasting, techniques of forecasting.
- Unit 4: Organizing and staffing:** Introduction, Importance of Organizing, Types of Organizations, Organizational division and span of control, Types of Departmentation, Staffing and its importance in the organization, Line and staff concept, Staffing concept and HR Management
- Unit 5: Controlling:** Meaning of control, control process, types of control, dimensions of control, resistance to control, techniques of controlling.
- Unit 6: Appraising Human Resource:** Meaning of performance appraisal, characteristics of an effective appraisal system, methods of performance appraisal, career development and career planning
- Unit 7: Communication:** Process of communication, elements of effective communication. Decision making, group decision-making process

Unit 8: Motivation: Definition and Importance of Motivation, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization

Unit 9: Introduction to OB: Introduction, Historical Perspective, Approaches to and Importance, Framework for Learning OB, The Intricate Relation between MP and OB, Human Resources Management Relationship, Limitations of OB, Globalization and OB

Unit 10: Personality and Perception: Introduction, Personality- Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about Others

Unit 11: Values, Attitudes and Emotions: Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence.

Unit 12: Leadership: Introduction, Overview of Leadership, Role of Leadership in Contemporary Business, Theories of Leadership, Contingency Theories of Leadership, New Leadership Theories

Unit 13: Group and Team: Introduction, Concept of Groups, Stages of Group Formation and Group Process, Work Group Behavior, Factors that Affect Group Behavior, Definition and concept of a Team, Characteristics of an Effective Team, Designing a Team, Seven Step of Intact Team Building, Cross Functional Teams

Unit 14: Power, politics, conflict, negotiation and stress: Introduction, Power, Politics, Conflict, Negotiations and Stress

Unit 15: Case Study

COURSE CODE 2: MANAGERIAL ECONOMICS

Unit 1: Introduction to Managerial Economics: Introduction, Meaning, Scope of Managerial Economics , Importance of the study of Managerial Economics, Two Major Functions of a Managerial Economist

- Unit 2: Demand Analysis:** Introduction, Meaning and Law of Demand, Nature and types of demand; Law of demand, Elasticity of Demand
- Unit 3: Demand Forecasting:** Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Demand Forecasting for a New Products
- Unit 4: Supply & Market Equilibrium:** Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium
- Unit 5: Production Analysis:** Introduction, Meaning of Production and Production Function, Cost of Production
- Unit 6: Cost Analysis-** Introduction, Types of Costs, Cost-Output Relationship: Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run
- Unit 7: Objectives of Firm-** Introduction, Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory
- Unit 8: Revenue Analysis and Pricing Policies-** Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Pricing Methods
- Unit 9: Price Determination under Perfect Competition-** Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition

Unit 10: Price Determination under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Duopoly, Industry Analysis

Unit 11: Macro Economics and some of its measures- Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers, National Income Deflators

Unit 12: Consumption Function and Investment Function- Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator

Unit 13: Business Cycle- Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions

Unit 14: Inflation and Deflation: Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation

Unit 15: Case Study

COURSE CODE 3: ACCOUNTING FOR MANAGERS

Unit 1: Introduction to Financial Accounting: Meaning of Accounting and Elements of Accounting, Book-keeping and Accounting- Difference, Accounting Process, Objectives of Accounting, Limitations of Accounting, Forms of business organisations, Choice of method of accounting – Cash and Accrual basis of accounting , and Computerized, Accounting System

Unit 2: Accounting Concept, Principles and Policies: Components of Financial Statements, Qualitative characteristics of Financial Statements, Fundamental Accounting Concepts, Accounting Principles, Meaning of Accounting Principles, Features of Accounting Principles, Need/ Importance of Accounting Principles, Accounting Policies, Generally Accepted Accounting Principles(GAAP), Accounting Standards Need for Accounting Standards, International Financial Reporting Standards

- Unit 3: Double Entry Accounting:** Transactions and Events, Accounting Equation, Meaning of Double Entry Accounting, Meaning of Debit and Credit, Classification of Accounts under Traditional Approach, Classification of Accounts under Modern Approach, Comparison of Traditional Approach with Modern Approach and Accounting Trail/Process/Cycle
- Unit 4: Ledger:** Concept of Ledger, Meaning of Ledger, Need and Subdivision of Ledger, Format of a Ledger Account, Distinction between Journal and Ledger, Ledger Posting, Meaning of Posting and Procedure for Balancing of an Account
- Unit 5: Subsidiary Books:** Purchases Book, Sales Book or Sales Day Book, Purchase Return Book or Return Outward Book, Sales Return Book or Return Inward Book, Bills Receivable Book, Bills Payable Book, Cash Book, Journal Proper and Bank Reconciliation Statement
- Unit 6: Trial Balance:** Concept of Trial Balance, Format of Preparing Trial Balance, Objectives of Preparing a Trial Balance, Methods of Preparing a Trial Balance, Adjusting Entries, Errors and their Rectification and Errors Disclosed and Not Disclosed by a Trial Balance and Steps to Locate the Errors.
- Unit 7: Presentation of Final Accounts:** Preparation of Final Accounts, Trading Account, Profit and Loss account, Preparation of profit and loss account, Distinction between Trading and Profit and Loss A/c, Format of Profit and Loss Accounts, Closing entries for Preparation of Profit and Loss Account, Balance Sheet
- Unit 8: Management Accounting:** Meaning of Management Accounting, The Role of Management Accounting, Management Accounting Framework, Functions of Management Accounting, Tools of Management Accounting, The Balanced Scorecard, Cost Management System, Merits and Demerits of Management Accounting and Distinction between Management Accounting and Financial Accounting
- Unit 9: Ratio Analysis:** Meaning of Ratio, Steps in Ratio Analysis, Classification of Ratios, Advantages of Ratio Analysis and Limitation of Ratio analysis

- Unit 10: Funds Flow Analysis:** Financial Statement, Profit And Loss Account, Meaning of Fund Flow Statement, Ascertainment of Flow of Funds, Technique of Preparing Funds Flow Statement, Schedule of Changes in Working Capital, Adjusted Profit and Loss account and Funds Flow Statement
- Unit 11: Cash Flow Analysis:** Meaning of Cash Flow Statement, Purpose of Cash Flow Statement, Preparation of Cash Flow Statement, Format of Cash Flow Statement (AS3: Revised Method), Cash Flow from Operating Activities, Cash Flow Statement under Direct Method, Different between Cash Flow Analysis and Fund Flow Analysis and Uses of Cash Flow Statement
- Unit 12: Cost:** Meaning of Cost, Objective of Costing, Methods of Costing, Technique of Costing, classification of Cost, Elements of Cost and Statement of Cost Sheet
- Unit 13: Marginal Costing and Break-Even Analysis:** Concept of Marginal Costing, Features of Marginal Costing, Characteristics of Marginal costing, Application of Marginal Costing, Advantages and Limitations of Marginal Costing, Absorption Costing, Difference between Absorption Costing & Marginal Costing, Cost Volume Profit (CVP) Analysis, Break Even Analysis, Profit Volume Ratio, Margin of Safety, Angle of Indices and Target Profit
- Unit 14: Budgetary Control:** Meaning of a Budget, Budgetary control, Objectives of Budgetary control, Essential features of Budgetary control, Steps in Budgetary control, Types of Budgets, Merits of Budgetary control and Limitations of Budget Control
- Unit 15: Standard Costing:** Definition & Meaning of Standard Costing, Difference between Standard cost and Budgetary control, Establishment of Standards, Advantages and Limitations of Standard Costing, Standard Hour & Standard Cost Card, Variance analysis, Classification of variance analysis: Material cost variance, Labor Cost variance and Overhead Cost variance

COURSE CODE 4: INFORMATION TECHNOLOGY AND MIS

- Unit 1: Organisations and Computing:** Introduction, Modern Organisation-IT enabled- Networked-Dispersed- Knowledge Organisation, Information Systems in Organisations- Meaning of Information systems, Brief history of computing- ENIAC: Way to commercial computers- Advent of artificial intelligence- advent of personal computing-Free Software Movement- Advent of Internet, The role of internet- Internet and Web: they are different-the internet changes everything
- Unit 2: Managing Information Systems in Organisations:** Introduction, Managing in the Internet Era, Managing Information Systems in Organisation-the IT interaction model, Challenges for the manager-Information needed to build Information System, level of capabilities created with information systems, security levels required, technology road map for the organization
- Unit 3: Data and Information:** Introduction, data and information- measuring data, information as a resource, information in organisational functions, types of information technology, types of information systems- transaction processing systems- management information systems
- Unit 4: Decision making and communication:** Introduction, Decision making with MIS- Tactical decisions-operational decisions-strategic decisions, communication in organisations- types of communication- examples of communications in organisations- decision making with communication technology
- Unit 5: Competing with IT:** Introduction, The competitive environment of business- partnering for mutual benefit- bargaining power of suppliers-bargaining power of buyers and customers-barriers to entry-threat of substitutes-industry regulations, Using IT for competing- competing on low cost- competing on differentiation
- Unit 6: Business Process Integration with IT:** Introduction, Business Process Integration- Business processes-example of a complex process, Motivation for Enterprise Systems, Enterprise Resource Planning systems- finance and accounting module-human resource management module-manufacturing and operations module- sales and marketing module

- Unit 7: SCM, CRAM and International Systems:** Introduction, Supply Chain Management Systems, Customer Relationships Management Systems, Challenges of Enterprise Systems Implementations- Managing the implementation, International Information Systems-Outsourcing and off-shoring
- Unit 8: Electronic Commerce:**Introduction, E-commerce Technology, doing business over internet- networks-electronic data interchange (EDI)-online payment technology- Mobile commerce- ecommerce-portals- search engines-direct selling- auctions- aggregators, E-business
- Unit 9: Decision Support Systems:** Introduction, Understanding DSS- MIS and DSS- Decision making-types of decisions, Analytics and Business Intelligence- BI techniques
- Unit 10: Managing Data Resources:** Introduction , The Need for Data Management- History of data use, Challenges of Data Management- data independence- reduced data redundancy- data consistency- data access- data administration- managing concurrency-managing security- recovery from crashes-application development, Database Concepts- fields, records and files- basic architecture, Data Warehouses- data mining uses
- Unit 11: Managing Social Media:** Introduction, Social Dynamics of the Internet, Services of the Internet- Blogs-Social Networks, Technology of the Internet- Twitter-Rating- Tagging/folksonomies, Social issues-Media impact-Collaboration-Emergence of order, Social Networks in the Enterprise
- Unit 12: Managing IT Function:** Introduction, Challenges of Managing the IT function- Modern IT environment-Centralisation versus Decentralisation-IT security- Technology selection, Vendor Management- vendor selection-vendor contracts and service levels-Ongoing relationship management- vendor retention or termination
- Unit 13: Management Issues in MIS - Information Security and Control - Quality Assurance - Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems**

Unit 14: Ethical Issues: Introduction, Key issues- Privacy-Workplace Monitoring- Power over users

Unit 15: MS Office:MS Word, MS Excel and MS PowerPoint

Lab : Internet Surfing, MS Office, MS Word, MS Excel, MS PowerPoint

SEMESTER 2

COURSE CODE 5: *HUMAN RESOURCE MANAGEMENT*

Unit 1: Introduction to Human Resource Management: Concept of Human Resource Management, Evolution of Human Resource Management, Functions of Human Resource Management, Scope of Human Resource Management, Difference between Human, Resource Management and Personnel Management, Role of HR Executive and Challenges of Human Resource Management

Unit 2: Human Resource Planning: Concept of Human Resources Planning, Features of Human Resource Planning, Objectives of Human Resource Planning, Importance of Human Resource Planning, HRP Process, Methods of Demand Forecasting, Methods of Supply Forecasting, Labour Wastage and Essentials for the success of Human Resource Planning.

Unit 3: Recruitment and Selection: Concept of Recruitment, Factors affecting Recruitment, Sources of Recruitment, Recruitment Policy, Concept of Selection, Selection Process , Selection tests, Concept of Evaluation, Placement and Induction, Concept of Evaluation and techniques of Evaluation, Concept of Placement and Induction

Unit 4: Training and Development: Concept of Training and Development, Meaning and significance of Training , Methods of Training, Concept of Management

- Unit 5: Performance Appraisal:** Concept of Performance Appraisal, Need for performance appraisal, Types of Appraisal Methods, Benefits of performance appraisal and Reviews
- Unit 6: Employee Career Planning and Growth:** Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning
- Unit 7: Compensation Management:** Wage and Salary Administration, Definitions and Concepts, Need for sound salary administration, Objective of wage and salary administration, Guiding principles of wage and salary administration, Factors influencing wage and salary administration, Methods of payment of wages, Concept of Rewards and Incentives, Types of wage incentive plans and Fringe Benefit
- Unit 8: Job Evaluation:** Concept of Job evaluation, Objectives of Job Evaluation,
- Unit 9: Job Analysis and Design:** Concept of Job Analysis, Purpose of Job Analysis, Process of Job Analysis, Methods of Job Analysis and Concept of Job Design
- Unit 10: Grievance and Grievance Procedure:** Concept of Grievance, Causes of Grievance, Forms and effects of grievance, Grievance handling procedure, Grievance handling procedure in Indian Industry and Need for Grievance Redressal Procedure
- Unit 11: Employee Misconduct and Disciplinary Procedure:** Meaning and objectives of discipline, Principles for maintenance of discipline, Essentials of a good disciplinary system, Disciplinary Action, Punishment for disciplinary action and Procedure for disciplinary action
- Unit 12: Human Resource Information System:** Concept of Human Resource Information System, Components of Human Resource Information System, Types of Human Resource Information System, Applications of Human Resource Information System, Implementation of Human Resource Information System **and** Benefits of Human Resource Information System
- Unit 13: Contemporary Challenges in HRM:** The Job and Challenges, The New Professional Approach, Challenges in Human Resource Management, HR in Mergers and Acquisitions, New Organisational Forms, HR Professional as Change Agent.

Unit 14: Employee Welfare and Working Conditions: Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities

Unit 15: Human Resource Management: Case Studies: Case 1: Baibhab International, Case 2: Coca Cola, Case 3: Hindustan Unilever, Case 4: When an employee says he is HIV Positive, Case 5: Training - so difficult!!!

COURSE CODE 6: MARKETING MANAGEMENT

Unit 1: Introduction to Marketing Management: Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations

Unit 2: Marketing Environment: Introduction, Environmental Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning,

Unit 3: Marketing Mix: Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control.

Unit 4: Consumer Buying Behavior: Introduction, Characteristics, Types of Buying Decision Behaviour, Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behaviour Models

Unit 5: Business Buyer Behaviour: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process

Unit 6: Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P)

Unit 7: Product Management: Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product

- Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC)
- Unit 8: Brand and Branding Strategy:** Introduction, Brand and Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development
- Unit 9: Pricing:** Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes
- Unit 10: Marketing Channels:** Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling
- Unit 11: Personal Selling:** Introduction, Personal Selling, Sales Management Basics, HR Practices in Sales Management, Evaluation of Training, Personal Selling Process, Direct Marketing
- Unit 12: Customer Relationship Management:** Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organisations, Significance of Customer Relationship Management,
- Unit 13: Contemporary Issues in Marketing:** Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing
- Unit 14: International Marketing Management:** Introduction, Nature of International Marketing, International Marketing Concept, International Market Entry Strategies, Approaches to International Marketing, International Product Policy, International Pricing
- Unit 15:** Case Study

COURSE CODE 7: FINANCIAL MANAGEMENT

- Unit 1: Financial Management:** Introduction, Meanings and Definitions, Goals of Financial Management, Finance Functions, Interface between Finance and Other Business Functions
- Unit 2: Financial Planning:** Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Estimation of Financial Requirements of a Firm, Capitalisation
- Unit 3: Valuation of Bonds and Shares:** Introduction, intrinsic value, book value, Valuation of Bonds, Valuation of Shares
- Unit 4: Cost of Capital:** Introduction, Meaning of Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital
- Unit 5: Leverage:** Introduction, Operating Leverage, Application of operating leverage, Financial Leverage, Combined Leverage
- Unit 6: Capital Structure:** Introduction, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure
- Unit 7: Capital Budgeting:** Introduction, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Rationale of Capital Budgeting Proposals, Capital Budgeting Process, Investment Evaluation, Appraisal Criteria
- Unit 8: Risk Analysis in Capital Budgeting :** Introduction, Types and Sources of Risk in Capital Budgeting, Risk Adjusted Discount Rate, Certainty Equivalent Approach, Probability Distribution Approach, Sensitivity Analysis, Simulation Analysis, Decision Tree Approach
- Unit 9: Capital Rationing:**Introduction, Types, Steps Involved in Capital Rationing, Various Approaches to Capital Rationing
- Unit 10: Working Capital Management :** Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital

Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital

- Unit 11: Cash Management:** Introduction, Meaning and Importance of Cash Management, Motives for Holding Cash, Objectives of Cash Management, Models for Determining Optimal Cash Needs, Cash Planning, Cash Forecasting and Budgeting
- Unit 12: Inventory Management:** Introduction, Role of Inventory in Working Capital, Characteristics of inventory, Purpose of Inventory, Costs Associated with Inventories, Inventory Management Techniques, Importance of Inventory Management Systems
- Unit 13: Receivable Management:** Introduction, Costs Associated with Maintaining Receivables, Credit Policy Variables, Evaluation of Credit Policy
- Unit 14: Dividend Decisions:** Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends, Stock Split
- Unit 15:** Case Study

COURSE CODE 8: BUSINESS LAW

- Unit 1: Introduction to Business Law:** Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law
- Unit 2: Law of contract** –Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent ,Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract.
- Unit 3: Contracts of Guarantee and indemnity** – Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, Surety

- Unit 4: Contracts of Bailment and Pledge** – Introduction, Bailment and its Kinds, Definition of bailment, Kinds of bailment, Bailor and Bailee, Termination of Bailment, Finder of Lost Goods, Pledge or Pawn, Pledge by Non-owners, Pledgor and Pledgee
- Unit 5: Contract of Agency:** Introduction, Agent and Agency, Kinds of Agencies, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney
- Unit 6: Law of Partnership:** Introduction, Meaning and Nature of Partnerships, Registration of Firms, Partnership Deed, Relations of Partners to One Another, Relations of Partners to Third Parties, Changes in a Firm, Dissolution
- Unit 7: Law of sales of Goods** – Contract of sale, Goods and their classification, Meaning of price, Conditions and Warranties, Passing of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights, Remedies for breach of contract
- Unit 8: Law of Negotiable Instruments** – Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonour, Crossing of cheques, Paying banker
- Unit 9: Banking & Insurance Law** - Introduction, Control and Regulation of Banking, Insurance in India, Regulation of Insurance Sector
- Unit 10: Consumer Protection Act-** Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers
- Unit 11: The Company's Act:**Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up.
- Unit 12: The Foreign Exchange Management Act-** Introduction, Definitions, Regulation and Management of Foreign Exchange, Authorized Person, Contravention and Penalties

[Sections 13-15], Adjudication and Appeal [Sections 16-35], Directorate of Enforcement, Miscellaneous Provisions

Unit 13: The Competition Act: Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations, Miscellaneous Provisions, Finance, Accounts and Audit

Unit 14: Regulation to Information- Introduction, Right to Information Act, 2005, Information Technology Act, 2000, Electronic Governance, Secure Electronic Records and Digital Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences, Limitations of the Information Technology Act, 2000

Unit 15 - Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement

SEMESTER 3

COURSE CODE 9: STATISTICS FOR MANAGEMENT

Unit 1: Introduction to Statistics: Introduction to Statistics, Importance of Statistics in modern business environment. Definition of Statistics, Scope and Applications of Statistics Characteristics of Statistics, Functions of Statistics, Limitations of Statistics, Statistical Software

Unit 2: Statistical Survey: Introduction, Definition of Statistical Survey, Stages of Statistical Survey - Planning of a Statistical Survey- Execution of Statistical Survey, Basic Terms used in Statistical Survey - Units or Individuals - Population or Universe – Sample -Quantitative -Characteristic - Qualitative Characteristic – Variable, Collection of Data- Primary Data - Secondary Data - Pilot survey , Scrutiny and Editing of Data

- Unit 3: Classification, Tabulation and Presentation of Data:** Introduction , Functions of Classification - Requisites of a good classification - Types of classification - Methods of classification , Tabulation - Basic difference between classification and tabulation - Parts of a table -Types of table , Frequency and Frequency Distribution - Derived frequency distributions - Bivariate and multivariate frequency distribution - Construction of frequency distribution , Presentation of Data – Diagrams, Graphical Presentation - Histogram - Frequency polygon - Frequency curve -
- Unit 4: Measures of Central Tendency and Dispersion:**Introduction, Objectives of statistical average, Requisites of a Good Average, Statistical Averages - Arithmetic mean - Properties of arithmetic mean - Merits and demerits of arithmetic mean ,Median - Merits and demerits of median , Mode - Merits and demerits of mode , Geometric Mean , Harmonic Mean , Appropriate Situations for the Use of Various Averages , Positional Averages , Dispersion – Range - Quartile deviations, Mean deviation ,Standard Deviation -Properties of standard deviation Coefficient of Variance
- Unit 5: Theory of Probability:**Introduction - Definition of probability - Basic terminology used in probability theory, Approaches to probability , Rules of Probability - Addition rule - Multiplication rule , Conditional Probability, Steps Involved in Solving Problems on Probability , Bayes' Probability , Random Variables
- Unit 6: Theoretical Probability Distributions:** Introduction - Random variables , Probability Distributions - Discrete probability distributions - Continuous probability distributions , Bernoulli Distribution - Repetition of a Bernoulli experiment , Binomial Distribution - Assumptions for applying a binomial distribution - Examples of binomial variate - Recurrence formula in case of binomial distribution - Case study on binomial distribution Poisson Distribution - Assumptions for applying the Poisson distribution -Real life examples of Poisson variate - Recurrence relation -Case study on Poisson distribution , Normal Distribution - Standard Normal Distribution
- Unit 7: Sampling and Sampling Distributions:** Introduction , Population and Sample - Universe or Population - Types of Population – Sample , Advantages of Sampling, Sampling Theory - Law of Statistical Regularity - Principle of Inertia of Large

Numbers - Principle of Persistence of Small Numbers - Principle of Validity - Principle of Optimization , Terms Used in Sampling Theory , Errors in Statistics , Measures of Statistical Errors , Types of Sampling - Probability Sampling - Non-Probability Sampling, Case let on Types of Sampling, Determination of Sample Size, Central Limit Theorem

Unit 8: Estimation: Introduction , Reasons for Making Estimates , Making Statistical Inference, Types of Estimates - Point estimate - Interval estimate , Criteria of a Good Estimator – Unbiasedness – Efficiency – Consistency – Sufficiency, Point Estimates ,Interval Estimates, Case study on calculating estimates - Making the interval estimate Interval Estimates and Confidence Intervals - Interval estimates of the mean of large samples - Interval estimates of the proportion of large samples - Interval estimates using the Student's 't' distribution , Determining the Sample Size in Estimation

Unit 9: Testing of Hypothesis: Introduction – Large Samples – Assumptions , Testing Hypothesis - Null and alternate hypothesis - Interpreting the level of significance - Hypotheses are accepted and not proved , Selecting a Significance Level - Preference of type I error - Preference of type II error - Determine appropriate distribution, Two – Tailed Tests and One – Tailed Tests - Two – tailed tests - Case study on two – tailed and one-tailed tests, Classification of Test Statistics - Statistics used for testing of hypothesis - Test procedure - How to identify the right statistics for the test , Testing of Hypothesis in Case of Small Samples - Introduction – small samples, 't' Distribution , Uses of 't' test

Unit 10: Square Test: Introduction , Chi-Square as a Test of Independence - Characteristics of χ^2 test - Degrees of freedom - Restrictions in applying χ^2 test - Practical applications of χ^2 test - Levels of significance - Steps in solving problems related to Chi-Square test - Interpretation of Chi-Square values , Chi-Square Distribution - Properties of χ^2 distribution - Conditions for applying the Chi-Square test - Uses of χ^2 test , Applications of Chi-Square test - Tests for independence of attributes - Test of goodness of fit - Test for specified variance

- Unit 11: Distribution and Analysis of Variance (ANOVA):** Introduction, Analysis of Variance (ANOVA), Assumptions for F-test - Objectives of ANOVA - ANOVA table - Assumptions for study of ANOVA, Classification of ANOVA - ANOVA table in one-way ANOVA - Two way classifications
- Unit 12: Simple Correlation and Regression:** Introduction , Correlation - Causation and Correlation - Types of Correlation - Measures of Correlation - Scatter diagram - Karl Pearson's correlation coefficient - Properties of Karl Pearson's correlation coefficient - Factors influencing the size of correlation coefficient , Probable Error - Conditions under which probable error can be used , Spearman's Rank Correlation Coefficient , Partial Correlations , Multiple Correlations , Regression - Regression analysis - Regression lines - Regression coefficient , Standard Error of Estimate , Multiple Regression Analysis , Reliability of Estimates , Application of Multiple Regressions
- Unit 13: Business Forecasting:** Introduction, Business Forecasting - Objectives of forecasting in business - Prediction, projection and forecasting - Characteristics of business forecasting - Steps in forecasting , Methods of Business Forecasting - Business barometers - Time series analysis – Extrapolation - Regression analysis - Modern econometric methods - Exponential smoothing method, Theories of Business Forecasting - Sequence or time-lag theory - Action and reaction theory - Economic rhythm theory - Specific historical analogy - Cross-cut analysis theory , Utility of Business Forecasting - Advantages of business forecasting - Limitations of business forecasting
- Unit 14: Time Series Analysis:** Introduction, Time Series Analysis , Utility of the Time Series , Components of Time Series - Long term trend or secular trend - Seasonal variations - Cyclic variations - Random variations, Methods of Measuring Trend - Free hand or graphic method - Semi-average method - Method of moving averages - Method of least squares, Mathematical Models for Time Series - Additive model - multiplicative model, Editing of Time Series, Measurement of Seasonal Variation - Seasonal average method - Seasonal variation through moving averages - Chain or link relative method - Ratio to trend method, Forecasting Methods Using Time Series - Mean forecast - Naive forecast - Linear trend forecast - Non-linear trend forecast - Forecasting with exponential smoothing

Unit 15: Index Numbers: Introduction, Definition of an Index Number – Relative - Classification of index numbers , Base year and current year - Chief characteristics of index numbers - Main steps in the construction of index numbers, Methods of Computation of Index Numbers – Un-weighted index numbers - Weighted index numbers, Tests for Adequacy of Index Number Formulae , Cost of Living Index Numbers of Consumer Price Index - Utility of consumer price index numbers - Assumptions of cost of living index number - Steps in construction of cost of living index numbers , Methods of Constructing Consumer Price Index - Aggregate expenditure method - Family budget method - Weight average of price relatives, Limitations of Index Numbers , Utility and Importance of Index Numbers

COURSE CODE 10: PRODUCTION AND OPERATIONS MANAGEMENT

Unit 1: Production Management: Integrated Production Management, System Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training

Unit 2: Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices

Unit 3: Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy, Case-lets

Unit 4: Forecasting: Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision making using forecasting, Classification of Forecasting Process, Methods of Forecasting, Forecasting and Product Life Cycle, Selection of the Forecasting Method, Qualitative Methods of Forecasting, Quantitative Methods, Associative Models of Forecasting, Accuracy of Forecasting

Unit 5: Product Design, Process Planning and Design: Product Design and Analysis, new product development, steps in product design, Factors to Consider in Product Design,

Process planning and design- selection of process, process selection decisions, process planning design, Steps in Process Planning, Process Design- process research, capacity consideration.

- Unit 6: Capacity Planning and Investment Decisions:** Capacity planning: Determination of Plant Capacity, capacity planning strategies, equipment selection, Investments Decisions: Interest formulas, bases for comparison of alternatives
- Unit 7: Facility Location:** Factors influencing plant location, break even analysis, single facility location problems, multifacility location problems, minimax location [problems, gravity location problem, Euclidean-distance location problem, covering problem, model for warehouse location problem
- Unit 8: Plant Layout and Materials Handlings:** Classification of layout, layout design procedures: systematic layout design procedures, Computerized Relative Allocation of Facilities Technique (CRAFT), CRAFT Procedure, application of CRAFT, Automated Layout Design Program (ALDEP), Computerized Relationship Layout Planning (CORELAP), Algorithm and Models for Group Technology, Materials Handling Systems
- Unit 9: Materials Management and Inventory Control:** Integrated Materials Management, Components of Integrated Materials Management: Materials Planning, Inventory Control, Purchase Management, Stores management, Inventory Control: Inventory decisions, Costs Trade-off, Models of Inventory, Operation of Inventory System, Quantity Discount, Implementation of Purchase Inventory Model.
- Unit 10: Materials Requirement Planning:** Product structure / Bills of Materials (BOM), MRP Concept, Lot Sizing in MRP, Capacity Requirement Planning, Manufacturing Resource Planning II (MRP II)
- Unit 11: Production Planning and Control:** Definition – Objectives of production Planning and Control (PPC): Functions of production planning and control (PPC) – Elements of production control: Routing; scheduling; dispatching; follow-up or expediting; techniques of control; PERT, Types of production Planning and control System, effective PPC, advantages PPC

- Unit 12: Work Study:** Introduction to Method Study and Time Study, Foundation of Work Study, components of Work Study , Time study standards, work sampling
- Unit 13: Quality Control:** Introduction to Quality Control, Organization for quality control, Classification of quality control techniques, process capability, process variations distribution, type of data, control charts, acceptance sampling, six sigma
- Unit 14: Maintenance Planning and Control:** Introduction, objectives and types of Maintenance, Maintenance policy, Need for replacement, Replacement problems, Determination of Maintenance Crew size, Reliability, information system for maintenance management,
- Unit 15: Modern Management Production Management Tools:** Just in Time Manufacturing –Introduction and overview, push/pull production, Total Quality Management- scope, benefits; ISO 9000 Series- Benefits and steps in ISO 9000 Registration; Poka Yoke- characteristics, levels and classification of Poka Yoke; Kaizen –elements and classification of Kaizen, steps in implementation of Kaizen Blitz; Business Process Reengineering (BPR) : steps and applications; supply chain management, Enterprise Resource Planning (ERP).

COURSE 11: BUSINESS RESEARCH METHODOLOGY

- Unit 1: Introduction to Research:** Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study.
- Unit 2: Research Design:** Meaning of Research Designs; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Designs, Errors affecting Research Design
- Unit 3: Research Problem and Formulation of Research Hypotheses:** Defining the Research problem; Management Decision Problem vs Management Research

- Problem; Problem identification process; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis; Writing a research proposal- Contents of a research proposal and types of research proposals.
- Unit 4: Primary and Secondary Data:** Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method
- Unit 5: Measurement and Scaling:** Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement
- Unit 6: Sampling:** Sampling concepts- Sample vs Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion
- Unit 7: Questionnaire Design:** Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method.
- Unit 9: Data Processing:** Data Editing- Field Editing, Centralized in house editing; Coding- Coding Closed ended structured Questions, Coding open ended structured Questions; Classification and Tabulation of Data.
- Unit 10: Univariate and Bivariate Analysis of Data:** Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion; Descriptive Analysis of Bivariate data
- Unit 11: Testing of Hypotheses:** Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean; Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions.

- Unit 12: Chi-square Analysis:** Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions
- Unit 13: Analysis of Variance:** Completely randomized design in a one-way ANOVA; Randomized block design in two way ANOVA; Factorial design
- Unit 14: Research Report Writing:** Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations.
- Unit 15: Ethics in Research:** Meaning of Research Ethics; Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; Responsibility of ethics in research

COURSE CODE 12: BUSINESS POLICY AND STRATEGIC MANAGEMENT

- Unit 1: Introduction to Business Policy:** Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture
- Unit 2: Business Policy and Decision Making:** Introduction, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change, Role of Policies in Strategic Management, Business Policy and Decision Making
- Unit 3: Introduction to Strategic Management:** Historical development and Evolution of strategic management in India, concept and definition of Strategy, levels at which strategy operates, Strategic Decision Making, the process strategic management, strategists and their role in strategic management.
- Unit 4: Strategic Intent:** concept of strategic intent, stretch, leverage and fit, concept of vision defining vision, benefits of having vision, process of envisioning and defining mission, characteristics of mission statement, definition of business ,dimensions of business definition, business models and their relationship with strategy.

- Unit 5: Environmental Appraisal:** Concept of environment, characteristics of environment, internal and external environment, classification of environmental sectors (economic environment, international environment, market environment, political environment, regulatory environment, socio-cultural environment, supplier environment and technological environment), factors and approaches to environmental scanning, methods and techniques used for environmental scanning, factors affecting environmental appraisal.
- Unit 6: Organizational Appraisal:** Organisational Resources, Organisational behaviour, its strength and weakness, **competencies, strategic and competitive advantages.** organizational capability factors (Financial Capability, marketing Capability, Operations Capability, Personnel Capability, Informational Management Capability); Factors affecting organizational appraisal, approaches to Organisational Appraisal; methods and techniques used for organizational appraisal (Internal Analysis, Comparative Analysis, Comprehensive Analysis)
- Unit 7: Corporate Level Strategies: Concentration, Integration and Diversification:** Corporate Level Strategies (Expansion Strategies, Stability Strategies, Retrenchment Strategies, combination Strategies), Concentration strategies; Integration strategies (Horizontal Integration and Vertical Integration), diversification strategies (Concentric Diversification, Conglomerate Diversification); Need for Diversification Strategies; Risk of Diversification.
- Unit 8: Corporate Level Strategies: Internationalisation, Cooperation and digitalisation:** Internationalisation Strategies (Porter's Model of Competitive Advantage, Types of International Strategies, Advantages and Disadvantages of Expansion through Internationalisation, strategies for Local Companies Competing with Global Companies, emergence of the Indian MNC)
- Unit 9: Business Level Strategies:** Foundation of business level strategies, industry structure, positioning of firm in industry, generic business strategies: cost leadership business strategy, differentiation business strategy, Focus business strategy, Integrating cost leadership and differentiation; Tactics for business strategies: Timing Tactics, Market Location tactics; Business strategies for different Industry Conditions: Embryonic Stage, Growth Stage, maturity Stage, Decline Stage
- Unit 10: Strategic Analysis and Choice:** Introduction, Strategy Analysis and its Importance; Process of Strategic Choice: Focusing on Strategic Alternatives, analyzing the Strategic Alternatives, choosing from the Strategic Alternatives; Tools and Techniques for Strategic Analysis, corporate portfolio analysis, SWOT Analysis,

Experience curve analysis, Life cycle Analysis, Industry Analysis, Strategic Groups Analysis, competitors analysis; Contingency Strategies.

- Unit 11: Strategy Implementation:** Nature and barriers to strategy Implementation; Model of Strategy implementation, Project Implementation: Project management and Strategy Implementation; Procedural implementation: Regulatory mechanism in India; Resource Allocation: Strategic budgeting, factors affecting resource allocation, Difficulties in Resource Allocation
- Unit 12: Structural Implementation:** Concept of Structure, Structure and Strategy, stages of Development of Organizations; Types of organisational structures: Entrepreneurial Structure, Functional Structure, Divisional Structure, SBU Structure, Matrix Structure, Network Structure, Other types of Structures; Organisational Design and Change; Organisational systems and Process: Information system, Control system, Reward system.
- Unit 13: Behavioural Implementation:** Stakeholders and Strategic management: stakeholders Relationship management, Stakeholders Analysis; Corporate Governance and Strategic Management: Corporate Governance, relating corporate governance to Strategic Management; Role of Board of Directors in Strategic management; Strategic Leadership: tasks, styles and role of Strategic Leaders; Corporate culture and strategic management: composition of corporate culture and impact of culture on Corporate, Personal values and Business Ethics: Meaning and importance of values and ethics; social responsibility and strategic management: views on social responsibilities and social responsibility in Indian Context
- Unit 14: Functional and Operational Implementation:** Functional Strategies, Functional Plans and Policies, Financial Plans and Policies, Marketing plans and policies, Operational Plans and Policies, Personnel Plans and policies, Information management Plans and Policies
- Unit 15: Strategic Evaluation and Control:** Nature, Importance and requirements for effective of Strategic Evaluation ; strategic control: implementation control and strategic surveillance; Operational Control: process of Evaluation, setting of Standard, measurements of Performance, analyzing variances and taking corrective actions; Techniques of Strategic Evaluation and control; Role of Organisational Systems in Evaluation

SEMESTER 4 (Four courses from any one Specialization)**FINANCE SPECIALIZATION*****COURSE CODE 13: INVESTMENTS MANAGEMENT (Elective)***

- Unit 1: Investment – A Conceptual Framework:** Investment process, risks of investment and the common mistakes made in investment management
- Unit 2: Investment Environment:** Features and composition of money market and capital market, money market, capital market instruments and financial derivatives
- Unit 3: Risk and Return:** Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return
- Unit 4: Fundamental Analysis:** Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis
- Unit 5: Technical Analysis:** Tools of technical analysis, important chart formations or price patterns and technical indicators
- Unit 6: Efficient Market Hypothesis:** Concept of 'Efficient Market' and its implications for security analysis and portfolio management.
- Unit 7: Valuation of bonds and shares:** Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds
- Unit 8: Portfolio Management – Risks and Returns:** Concept of portfolio and portfolio management, concept of risk, types of portfolio management
- Unit 9: Markowitz Portfolio Selection Model:** Concept of portfolio analysis and diversification of risk. Also discusses Markowitz Model and Efficient Frontier
- Unit 10: Capital Asset Pricing Model (CAPM):** Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model
- Unit 11: Sharpe-The Single Index Model:** Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk

Unit 12: Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model.

Unit 13: International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment.

Unit 14: Mutual Fund Operations: Mutual funds as a key financial intermediary, mobilizing savings and investing them in capital markets.

Unit 15: Case Studies

COURSE CODE 14: STRATEGIC MANAGEMENT ACCOUNTING (Elective)

Unit 1: Standard costing – concept and purpose, types of standards. Standard Setting, variance analysis.

Unit 2: Budgetary control – meaning and purpose, component of effective budgeting program. Performance budgeting.

Unit 3: Zero-based budgeting – concept, importance and relevance.

Unit 4: Capital Budgeting-An Investment Concept; Capital Budgeting Process; Cash Flow Estimation; Capital Budgeting Evaluation Methods: Discounted Cash Flow Methods and Non-discounted Cash Flow Methods; The Ranking of Investment Projects; Post-investment Audit

Unit 5: Responsibility Accounting in Decentralized Organization: Decentralization; Advantages and Disadvantages of Decentralization; Responsibility Accounting System; Types of Responsibility Centres; Traditional vs. Contemporary Responsibility Accounting; Limitations of Traditional Responsibility Accounting; Activity Based Management.

Unit 6: Transfer Pricing in Decentralized Organization: Transfer Pricing: Transfer Price; Objectives of Transfer Price; Transfer Pricing Methods: Cost-Based Transfer Prices, Market-Based Transfer Prices, Negotiated Transfer prices, Dual Transfer Pricing;

Choosing the Right Transfer Pricing Method; Transfer price for Service Departments; Multinational Transfer pricing; Behavioral Implications of Transfer Pricing.

- Unit 7: Traditional Financial performance Measures:** Divisional Profits, Cash Flow, Return on Investment, Residual Income; Limitations of Traditional Methods for Evaluating Segment performance; Non-financial Performance Measures; Throughput as a Non-financial performance Measure; Activity-Based Costing and performance Evaluation; Performance Evaluation in Multinational Selling.
- Unit 8: Managing Productivity:** Definition Productivity; Measuring Productivity: Partial and Total; Measuring Changes in Activity Efficiency: Activity Productivity Analysis, process productivity Analysis; Quality and Productivity.
- Unit 9: Balanced Scorecard:** Measuring Total Business unit performance – The BSC – Financial perspective – customer perspective – internal business process perspective – Learning and Growth perspective. Four perspectives and their sufficiency.
- Unit 10: Benchmarking:** Meaning – Benefits of Benchmarking analysis – Types of benchmarking – Benchmarking process – TQM and Benchmarking – Management accounting for benchmarking.
- Unit 11: Responsibility centres** – need for divisionalization, types of responsibility centres. Performance reports, responsibility accounting.
- Unit 12: Behavioral aspects** – segmented performance evaluation. Transfer pricing.
- Unit 13: Activity Based Costing (ABC) systems** – tracing costs from activities to products and services. Activity based management, activity cost drivers. ABC vs traditional costing.
- Unit 14: Customer Account Profitability(CAP) analysis** – meaning and need for CAP analysis. Managing customer profitability, managing relationships – customer costs in service companies.
- Unit 15: Product Life Cycle(PLC) costing** – PLC assessment, cost assessment; pricing and evaluation criteria for products at different stages of PLC. Using ABC for analyzing customer profitability.

COURSE CODE 15: MANAGEMENT OF FINANCIAL SERVICES (Elective)

- Unit 1: Introduction to Financial Services:** Definition and nature of Financial Services, scope and growth of Financial Services, role of service providers in Financial Services: Credit Rating Agencies, Depositories, Depository participants, Factoring, Merchant bank, Venture capital; Financial Services Sector: Need for Change, Future of Financial Services in India.
- Unit 2: Indian Financial System:** Financial system in India: scope and components, nature and functions of financial systems, Key Players in Financial market, development of merchant banks and regulations
- Unit 3: Money Market Instruments:** Concept of money market, Money Market instruments: call money/notice money/term money, bankers Acceptance, Certificate of deposit, treasury bills, commercial bills, commercial papers, cash management bills; deficiencies and problems in Indian Money Market
- Unit 4: Regulatory framework for Financial Services in India:** Need for and Regulators in Indian Financial System, Regulations of Capital market, Reserve bank of India: different functions of RBI, RBI's Credit Control Tools: Bank Rate, Repo Rate, difference between Bank Rate and repo Rate, Reverse Repo rate, cash Reserve ratio
- Unit 5: Management of Risk in Financial Services:** Meaning, nature and importance of Risk, systematic and unsystematic Risk, Types of Risks in Financial services: Credit Risk, Market risk, business Risk, Operational Risk, Interest Rate Risk, Financial risk, Currency Risk; Role of Technology in Risk Management.
- Unit 6: Merchant Banking Services:** History of merchant Banking, Growth of Merchant banking in India Definition and meaning of Merchant banker, Importance of Merchant Banking In India, Merchant Bank vs Commercial Bank, SEBI guidelines for Merchant Banker.
- Unit 7: Securities and Exchange Board of India:** Functions, Powers and Objectives of SEBI, Role of SEBI: corporatization and Demutualization of Stock Exchanges, Insider Trading, Paperless Trading in Exchanges, IPO Grading; Role of SEBI in Monitoring Stock Exchanges; DEMAT Accounts, Dematerialization.
- Unit 8: Securities Market:** Role of Market ;makers in the securities market, Capital Issue Management, Classification of Issues, Role of Intermediaries in a Public Issue, Debentures and its types, Bonds and its types, Difference between Debenture and Bond

- Unit 9: Raising Capital from International Markets** - needs of Indian companies for raising funds from foreign markets usage of euro issue, evaluation of various types of depository receipts -American Depository Receipts, Global Depository Receipts, FCCBs and FCEBs.
- Unit 10: Depository System in India** - depository system, the Depository Act of 1996 and depository participants. NSDL, CDSL and benefits of a depository system
- Unit 11: Mutual Funds and AMCs** - mutual funds, various types of mutual funds schemes, advantages and disadvantages of investing in mutual funds, legal structure and the regulation of mutual funds in India.
- Unit 12: Leasing and Hire Purchase** - Introduction to leasing, Evolution and Meaning of Leasing, types of leasing, Meaning of Hire Purchase, differences between hire purchase and installment sale, differences between leasing and hire purchase
- Unit 13: Mergers and Acquisitions** – Introduction of mergers and acquisitions, benefits of mergers, the procedure and theories of mergers and the legal aspects governing mergers, acquisitions and takeovers in India
- Unit 14: Portfolio Management and Credit Rating** - Introduction of portfolio management, theories of portfolio management, techniques of portfolio evaluation and measures of portfolio revision, Introduction of credit rating, processes, scope of credit rating agencies in India.
- Unit 15: Securitization of Debts and Factoring** -Introduction of securitization, features, advantages and the steps involved in the securitization process, process and features of factoring, types of factoring contracts, advantages and disadvantages of factoring, differences between factoring and bill discounting, process of factoring as it exists in India and explains the process of forfeiting.

COURSE CODE 16: INTERNATIONAL FINANCE (Elective)

- Unit 1: Financial Management in a Global Context:** Introduction, Finance Function, the emerging Challenges, Recent Changes in Global Financial markets
- Unit 2: Nature and measurement of Exposure and Risk:** Introduction, Exchange rate and Interest Rate Volatility, Exposure and Risk, Classification of Foreign Exchange Exposure and Risk, Accounting Treatment of transaction and Translation Exposure, Exchange rates, Interest Rates, Inflation rates and Exposure
- Unit 3: Balance of Payments:** Concepts and principles of balance of payments and its various components, The Current Account, Deficit and Surplus and Capital Account Convertibility, Importance of BOP Statistics

- Unit 4: International Monetary System:** Introduction, Exchange Rate Regimes, International monetary Fund (IMF), Problem of adjustment, Economic and Monetary Union (EMU)
- Unit 5: Global Financial markets and Interest Rate:** Introduction, Domestic and Offshore markets, Euro markets, Interest Rates in the Global Money markets, overview on Money Market Instruments
- Unit 6: Foreign Exchange Market:** origin of the concept of foreign exchange, Structure of Foreign Exchange Market, Types of Transactions and Settlement Dates, Exchange Rate Quotations and Arbitrage, Forward Quotations, Pricing Short Date and Broken Date Contracts, Foreign Exchange Market in India.
- Unit 7: Forward, Swaps and Interest Parity:** Introduction, Arbitrage without Transaction Costs, Arbitrage with Transaction Costs, Swaps and Deposit Markets, Interbank forward Dealing, Option Forwards, Forward-Forward Swaps, FSA, ERA and FXA, Forward Currency market and rates in India
- Unit 8: Currency and Interest Rate Futures:** Introduction, Future Contracts, Markets and the Trading Process, Future Price, expected Spot Price and Forward Prices, hedging and Speculation with currency Futures, Interest Rate Futures, Hedging and speculation with Interest Rate Futures
- Unit 9: Exchange Rate Determination:** Exchange rate movements, factors that influence exchange rates, movements in cross exchange rates, concepts of international arbitrage, interest rate parity, and purchasing power parity and the International Fisher effect.
- Unit 10: Foreign Trade Finance:** Concept of foreign trade finance, concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade
- Unit 11: Nature and Measurement of Foreign Exchange Exposure:** Nature and measurement of foreign exchange exposure, Types of exposures and the various types of translation methods.
- Unit 12: International Capital Structure:** International capital structure, cost of capital, the capital structure of MNCs, cost of capital in segmented versus integrated markets.

- Unit 13: International Capital Budgeting:** Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis
- Unit 14: International Taxation:** international tax system, principles of taxation, double taxation, tax havens and transfer pricing. International tax management strategy and Indian tax environment.
- Unit 15: Foreign Direct Investment, International Portfolio and Cross- Border Acquisitions:** flow, cost and benefits of Foreign Direct Investment. ADR and GDR, concept of portfolio, cases on cross border acquisitions.

MARKETING SPECIALIZATION

COURE CODE 17: SALES, DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT (Elective)

- Unit 1: Overview of Sales Management-** Introduction, Objectives, Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Nature and Responsibilities of Sales Management, Careers in Sales Management, Modern Roles and Required Skills for Sales Managers
- Unit 2: Understanding Personal Selling and Sales Force Management-** Introduction, Objectives, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force.
- Unit 3: Understanding Personal Selling and Sales Force Management-** Introduction, Objectives, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force
- Unit 4: New Trends in Sales Management-** Introduction, Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, Challenges Faced by International Sales Managers

- Unit 5: Channel management-** Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels
- Unit 6: Wholesaling-**Introduction, Definition of Wholesalers, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling
- Unit 7: Retailing-** Introduction, Definition of Retailers, Origin of Retailing, Scope of Retailing, Retailing Scenario: An Overview, Retailing: Importance and Success Factors, Retail Format
- Unit 8: Emerging Concepts in Distribution Management-**Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.
- Unit 9: The Basics of Supply Chain Management-** Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions
- Unit 10: Planning Demand and Supply-I:** Introduction, Three Components of SCM, Demand Management, Demand Forecasting
- Unit 11: Planning Demand and Supply-** Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies
- Unit 12: Procurement and Inventory Management-** Introduction, Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs, Types of Inventory Models, Inventory Control Systems, Tools of Inventory Management.
- Unit 13: Logistic Management:** Definition of Logistics and Logistics Management, Types of Logistic Activities, Importance of Logistics Management, Integrated Logistics and its Support, Determinants of Designing Logistical System, Transportation, Warehousing, Packaging

Unit 14: Supply Chain Benchmarking- Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure

Unit 15: Recent Trends in Supply Chain Management-Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management

COURSE CODE 18: SERVICE AND RETAIL MARKETING (Elective)

Unit 1: Introduction to Service Marketing: Definition and concept, Scope of services, Goods services continuum, Types of services – goods and services categorization, Industrial services, Segmentation, target marketing and positioning, Customer expectations and perceptions of services.

Unit 2: Service marketing mix – product, price, place, promotion, people, physical evidence and process.

Unit 3: Service quality: dimensions of service quality, measuring service quality, Strategies for dealing with intangibility, inventory, inconsistency and inseparability, Building customer relationship through segmentation and retention strategies.

Unit 4: Service marketing triangle – external marketing, internal marketing, relationship marketing and interactive marketing.

Unit 5: Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

Unit 6: The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation

- Unit 7: Store Location and Layout:** Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies
- Unit 8: Retail Marketing Strategies:** Introduction, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail “EST” model
- Unit 9: Retail Merchandising:** Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process
- Unit 10: Retail Pricing-** Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing
- Unit 11: International Retailing-** Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities and Benefits of Going Global, Market Entry Methods
- Unit 12: E-Tailing-** Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influences the Growth of E-Tailing, Advantages & Disadvantages of E-Tailing, Future of Electronic Retailing
- Unit 13: *Customer Relationship Management in Retailing***-Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program
- Unit 14: Rural Retailing-** Introduction, an Overview of the Indian Rural Market, Role of Rural retailing in India, Challenges in Indian Rural Market, Periodic Markets (Shanties/Haats/Jathras), Rural retail Players in India, Rural Retail Strategies, Future of Rural retailing
- Unit 15:** Case Study

COURSE 19: INDUSTRIAL AND RURAL MARKETING (Elective)

- Unit 1: Introduction to Industrial Marketing:** Concept and characteristics of industrial marketing,
- Unit 2: Types of industrial markets** – industrial buyer behavior. Strategic industrial marketing – marketing research.
- Unit 3: Classification of industrial products and services** – new product development and introduction. Industrial product management – pricing decisions in industrial markets.
- Unit 4: Formulating channel strategies and physical distribution decisions,** promotional strategies for industrial goods/services. Developing marketing strategies and programs for industrial goods/services.
- Unit 5: Rural Marketing:** A Conceptual Framework, Nature & Characteristics of Rural Market. Challenges & Opportunities, An Overview of Indian Rural Market.
- Unit 6: Rural Consumer Behaviour:** Characteristics of Rural, consumer Consumer Behaviour Roles, Factors influencing Purchase of Products in Rural Market.
- Unit 7: Rural Marketing Research:** Process of Research in Rural Markets, Sources and Methods of Data Collection, Data Collection Approaches in Rural Markets.
- Unit 8: Segmenting, targeting and positioning of Rural Markets:** Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools.
- Unit 9: Product , Pricing and Promotion strategy of Rural Markets** – product mix decisions, competitive product strategies for rural markets. Pricing strategy – pricing policies, innovative pricing methods for rural markets. Promotion strategy – appropriate media and designing right promotion mix.
- Unit 10: Distribution and logistics management** – selection of appropriate channels – new approach to reach out rural markets.
- Unit 11: Principles of Innovation for Rural Market:** Need for Innovation in Rural Market, Role of Government & NGOs in Rural Marketing.
- Unit 12: Rural and Urban Markets:** A Comparative Analysis, Parameters Differentiating Urban & Rural Markets, Similarities and Differences in Consumer behaviour in Rural & Urban Markets.
- Unit 13: e-Rural Marketing:** e-Choupal Model of ITC, IT for Sustainable Rural Development and E-Governance in rural market Corporate Sector in Agri-business: Cultivation, Processing & Retailing Organized Rural Retailing

Unit 14: Social Marketing: Corporate Social Responsibility and Rural Marketing, Consumer Education: Consumer Education and consumer movement in rural India. Role of government in Rural Marketing, Role of NGOs in Rural Marketing

Unit 15: Case Study

COURSE CODE 20: CONSUMER BEHAVIOR (Elective)

Unit 1: Introduction to Consumer Behaviour and Consumer Research: Introduction, Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Research Process

Unit 2: Marketing Segmentation and Positioning: Introduction, Requirements for Effective Segmentation, Bases for Segmentation, Determining How Many Segments to Enter, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow’s hierarchy of needs, Motivation Research

Unit 3: Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow’s hierarchy of needs, Motivation Research

Unit 4: Consumer Perception: Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions

Unit 5: Consumer Learning, Memory and Involvement: Introduction, Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behaviour, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity

Unit 6: Consumer Attitudes: Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies

Unit 7: Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications, source, message, message appeals, communication feedback

- Unit 8: Cultural Influences on Consumer Behaviour:** Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications
- Unit 9: Social Class and Group Influences on Consumer Behaviour:** Introduction, nature of Social Class, Social Class Categories, Money and Other Status Symbols, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Conformity to Group Norms and Behaviour, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children, word-of-Mouth Communications within Groups, opinion Leadership
- Unit 10: Diffusion of Innovation:** Introduction, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion
- Unit 11: Situational Influence on Consumer's Decision and the Decision Models:** Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System)
- Unit 12: Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives:** Introduction, Problem Recognition, Information Search, Evaluation of Alternatives
- Unit 13: Consumer Decision-making Process:** Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour
- Unit 14: Organizational Buying Behaviour:** Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles
- Unit 15: Case Study**

HRM SPECIALISATION

COURSE CODE 21: INDUSTRIAL RELATIONS AND LABOUR LEGISLATION (Elective)

- Unit 1: Industrial Relations:** An Introduction, Meaning and definition of Industrial Relations, Evolution of Industrial Relations, Approaches to Industrial Relation, Trade unionism, Tripartite and Bipartite bodies and Industrial disputes.

- Unit 2: Influencing factors of IR:** Influencing factors of IR in enterprise and the consequences, employment structure, social partnership, labour market in India
- Unit 3: Trade Unions:** Growth of Trade union in India, legal framework, union recognition, union problems. Employees association, membership and financial status, Trade Union Act 1926
- Unit 4: Industrial Dispute and Employee Grievance :** Nature and scope of Industrial Dispute, causes and consequences of Industrial Dispute, Prevention and settlement of Industrial dispute in India, Nature of Grievance, Causes of Grievance, the grievance redressal procedure.
- Unit 5: Machinery for prevention and settlement of Industrial Dispute:** Statutory and non-statutory measures and other statutory measures
- Unit 6: Collective Bargaining:** Meaning and concept of collective bargaining, Features and strategies of Collective Bargaining, approaches to collective Bargaining, Impact of collective bargaining and workers participation in management on Industrial Relations.
- Unit 7: Workers Participation in Management:** Concept of Workers Participation in Management, Features and objectives of workers participation in management, Forms of workers participation in India, Merits of workers participation in management, Demerits of workers participation in management, W.P.M in India and Making WPM effective.
- Unit 8: Concept of Wages:** Meaning and concept of wages, Objectives of wage and salary administration, Theory of Wages, Methods of Wage Payment and Wage differentials
- Unit 9: Social security in India:** health and occupational safety programs – salient features of workmen compensation Act and Employees’ State Insurance Act relating to social security. Objectives of workers’ education.
- Unit 10: Introduction to Labour Legislation:** Social legislation and Labour Legislation , Forces influencing Labour Legislation in India, Principles of modern Labour Legislation, types of Labour Legislation

- Unit 11: The Factories Act, 1948:** objective, coverage, welfare measures, administrative machinery, recommendations of Second National Commission on Labour. Industrial Employment (standing order) Act, 1946: Objective, coverage, Benefits and main provisions of the act.
- Unit 12: Industrial Disputes Act, 1947:** Objective, Coverage, Benefits, strikes and lockout, Conciliation Officers, Board, Court of enquiry, Labour Court, tribunals, National tribunals, Amendments, Collective Bargaining: Importance, Levels, Collective agreements, Hurdles to Collective Bargaining in India
- Unit 13: The Workmen's Compensation Act, 1923:** Objective, Coverage, Benefits ,Main provisions. Employee's State Insurance Act, 1948: objective, scope, coverage, benefits, The role of ESI Corporation and ESI Hospitals, critical appraisal of the Act
- Unit 14: The Employee's Provident Fund and Miscellaneous Provision Act, 1952:** objective, coverage, employers' obligations, benefits, penalties, critical appraisal of the Act.
- Unit 15: Social Security Act:** Minimum wage Act 1948, Payment of wages Act 1936, Payment of Bonus Act 1965, Equal remuneration Act 1976.

COURSE CODE 22: ORGANIZATION CHANGE AND DEVELOPMENT (Elective)

- Unit 1: Organisational development-** An introduction: Organisational Development – Meaning and Definition, History of OD, Relevance of Organisational Development for Managers, Characteristics of OD, Assumptions of OD
- Unit 2: Change Process and Models:** Organisational Change, Strategies for Change, Theories of Planned Change (Lewin's change model, Action research model, the positive model), Action Research as a Process, Resistance to Change
- Unit 3: Role of OD Practitioner:** OD Practitioner, Role of OD Professional in Organisations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional

- Unit 4: Process of OD:**Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure
- Unit 5: Designing Interventions:**OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions
- Unit 6: Values and Ethics in OD:**Professional Values, Value Conflict and Dilemma, OD Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD, Factors that Influence Ethical Judgement
- Unit 7: Issues Faced in OD:**Introduction, Issues Related to Client Relationships, Power, Politics and Organisational Development
- Unit 8: Human Resource Interventions:**HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness
- Unit 9: Human Resource Interventions:**HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness
- Unit 10: Structural Interventions:**Socio-Technical Systems, Techno-Structural Interventions, Physical Settings and OD, Types of Techno-Structural Interventions
- Unit 11: Strategic Interventions:** Integrated Strategic Change, Trans-organisation Development, Merger and Acquisition Integration, Culture Change, Self-Designing Organisations, Organisation Learning and Knowledge Management, Confrontation Meetings, System 4 Management, Learning Organisations
- Unit 12: Technology and OD:**Technology & OD: Basic Concept, Impact of Technology in Organisations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD
- Unit 13: Evaluating OD Interventions:** Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions

Unit 14: Organisational Learning: Learning Organisation, Senge's Approach Nonaka & Takeuchi's Approach, Executive View on Organisational Learning, Reality Checklist, Seven Steps of Initiating Organisational Learning

Unit 15: Future of OD: Organisational Development and Globalization, Emerging Trends in OD - Expanding the use of OD, Combining traditional "hard" business competencies and OD, Creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning, Trends within the Organisation

COURSE CODE 23: PERFORMANCE MANAGEMENT AND COMPENSATION MANAGEMENT (Elective)

Unit 1: Introduction to Performance Management: Concept and Definition of Performance Management, Importance of Performance Management System, and Linkage of Performance Management to Other HR Processes

Unit 2: Process of Performance Management: Overview of Performance Management Process, Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance

Unit 3: Performance Appraisal: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process

Unit 4: Performance Appraisal Methods: Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach

Unit 5: Performance Appraisal Feedback: Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback

Unit 6: 360-Degree Appraisal: Introduction, the Impact of 360-Degree Feedback on Organisations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback, Operating 360-Degree Appraisal

- Unit 7: Ethics in Performance Appraisal:** Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management
- Unit 8:** Introduction to **Compensation management** –Introduction, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues
- Unit 9: Wages and Salary Administration at Macro Level:** Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration
- Unit 10: Job Evaluation:** Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation
- Unit 11: Incentive Schemes:** Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans
- Unit 12: Benefits and Services:** Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package
- Unit 13: Voluntary Retirement Scheme:**Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees
- Unit 14: Compensation Strategy:** New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualising the Pay System, Organisational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies
- Unit 15: Rewards & Recognition:** Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy

COURSE CODE 24: MANPOWER PLANNING AND RESOURCING (Elective)

- Unit 1:** **Introduction to manpower Planning:** Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix;
- Unit 2:** ***Manpower Planning and Resourcing:*** Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives
- Unit 3:** ***Manpower Forecasting:***Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting
- Unit 4:** **HRD Activities:** Employee development activities Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD;
- Unit 5:** **Human Resource Accounting:** Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA , Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India
- Unit 6:** **HRD mechanisms for workers;** Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.
- Unit 7:** **Resourcing Strategy:**Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy

- Unit 8:** *Sourcing & Recruitment:* Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications
- Unit 9 :** **Selection Tests:** Introduction, Selection Process, Selection Methods, Psychological tests, Types of tests, Validity of tests, interpreting test results, Psychometric tests, online test, Importance of tests, Interviews, Final stages
- Unit 10** **Induction:** Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On-the-Job Training
- Unit 11:** **Career Management:** Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning, Talent management, Succession planning
- Unit 12:** **Employee Turnover:** Introduction, Employee turnover – causes & remedies, Cost of employee turnover, Importance of employee turnover, Employee exit process (Managing organizational release)
- Unit 13:** **Train to Hire:** Introduction, Outsourcing the Train-to-Hire Process, Partnering with educational institutions, Generating revenue, setting up an academy, Designing Curriculum
- Unit 14:** **HRD in Organisations:** Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development.
- Unit 15:** **Recent Trends in Human Capital Development and Planning:** Introduction, Competency mapping, Knowledge management, E-Manpower Development, E-Manpower planning

Course Code : PROJECT REPORT (100 marks)

The objective of the Project is to help the learners acquire ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work. The duration of the project work is six months.

The project carries 100 marks and it is mandatory to submit the Project Report before the completion of the programme.

a. TIME SCHEDULE FOR THE PROJECT

SI No.	Topic	Date
1	Submission of the synopsis of the project at the respective Study Centre	Upto 28 th February
2	Progress Report of the Project	1 st April to 15 April
3	Candidate should bring three copies of the project report along with them at the time of Viva-Voce	

b. TYPES OF PROJECT:

The Project may be taken on any one of the following areas:

- The project should be done in specialisation area of M.B.A course only.
- Comprehensive case study (covering single organization/multifunctional area problem, formulation analysis and recommendations)
- Inter-organisational study aimed at inter-organisational comparison/ validation of theory/survey of management services.
- Evolution of any new conceptual / theoretical framework.
- Field study (empirical study).
- The project can be based on primary or secondary data.

c. PROJECT PROPOSAL (SYNOPSIS): Submission, Changes and Acceptance of Project Proposal (synopsis):

- Learners are advised to send their project synopsis and name and address of the project guide to the Coordinator, Study Centre. The synopsis should include the following:
 - Title of the Study
 - Objectives and importance (significance) for the Study
 - Research Methodology opted for the Study (stating nature, sources, collection of data; research tools and techniques to be used; sampling procedure). Along with this, a

brief profile of the organization proposed to be covered in the project should also be included.

- Limitations and Scope of the Study.
 - If the learner wants to undertake a new project by changing his/her earlier project proposal, he will have to justify his new choice. Without valid ground and certification from his/her guide, no change in project proposal will be entertained.
 - In any case, changes in project proposal will not be allowed after submitting the second project proposal. The second proposal will be considered as final.
 - It is necessary that the learners finalize their project proposal well ahead of time.
 - It is to be noted that changes in project proposal will not be entertained in the last month of the programme.
 - In order to complete the project in due time, a learner should devote at least 120 days for his/her project. This time should be judiciously divided into various phases like field study & interview, data collection, data tabulation, data interpretation and data analysis.
- d. PROJECT GUIDE:**
- Faculties at the School of Professional Studies (Commerce, Management or Economics) of KKHSOU headquarter.
 - Faculties in the departments of Commerce, Business Management or Economics in colleges/institutions affiliated to any Indian University and having minimum five years of teaching experience.