

Semester VII

Course Title: MANAGERIAL ECONOMICS

Course Code: F010701T

Max. Marks: 25+75=100

Course Outcomes (COs): After completion of this course, students will be able to:-

- CO1: This course would provide students the knowledge, tools and techniques to make effective economic decisions under conditions of risk and uncertainty.
- CO2: Distinguish between the different market structures and pricing practices available to and used by firms.
- CO3 Micro economic principles would equip the students with tools and principles which are applied for analyzing the ever-changing demand and supply conditions.
- CO4: The students would be able to apply the basic macroeconomic concepts to analyze the volatility in the business world
- CO5: Analyze how the concepts of national income

Unit - 1:

Introduction to Economics; Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts. Objectives of a firm. Gap between theory and practice and role of managerial economist.

Unit - 2:

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand - Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

Unit - 3:

Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Production concepts & analysis; Production function, single variable-law of variable proportion, two variable Law of returns to scale. Cost concept and analysis, short-run and long-run cost curves and its managerial use.

Unit - 4:

Market Equilibrium and Average Revenue Concept. Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.;

Unit - 5:

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

Suggested Readings -

1. Mithani, D. M. (2016). Managerial Economics – Theory and Applications, Himalaya Publications, 7th Edition.
2. Ahuja, H. L. (2016). Managerial Economics, S. Chand Publications, 8th Edition. Koutsoyiannis, A. (2010), Modern Microeconomics, Macmillan Publication.
3. Mansfield, E., Allen, W. B., Doherty, N. A., & Weigelt, K. (1999). Managerial economics: Theory, applications, and cases (No. 338.5024658 M287 1999). New York: WW Norton.
4. Brickley, J., Smith, C., & Zimmerman, J. (2015). Managerial economics and organizational architecture. McGraw-Hill Education.
5. Dwivedi, D. N. (1980). Managerial economics. Vikas Publishing House.
6. Samuelson, W. F., & Marks, S. G. (2008). Managerial economics. John Wiley & Sons

L	T	P	C.U.
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Course Title: MARKETING MANAGEMENT

3	1	0	4
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Course Code: F010702T

Max. Marks: 25+75=100

Course Outcomes (COs): After completion of this course, students will be able to:-

CO1: Develop understanding of basics of marketing, and its significant concepts.

CO2: Acquaint with new marketing trends and the marketing environment.

CO3: Identify how the firm's marketing strategy, marketing mix evolve and adapt to match consumer behavior and perceptions of the product

CO4: Apply the knowledge, concepts, tools necessary to understand challenges and issues of marketing in a growing international and global context

CO5: Critically analyze social, technological, political, legal and economic forces that affect business performance

Unit - 1:

Marketing: Meaning, definition, Nature, Scope and Importance of marketing; Marketing Orientation: Product, Production, Sales, Marketing, Societal; Holistic Marketing Orientation, Customer and Consumer, Digitalization, Customization, Standardization.

Unit - 2:

Marketing Plan, Marketing environment - Internal & External Political, Economic, Socio-cultural and Technical Environment, Controllable and Uncontrollable factors affecting marketing decisions, Concept of Segmentation, Targeting and Positioning.

Unit - 3:

Product Decision- Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

Unit - 4:

Price Decision- Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

Unit - 5:

Place Decision- Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Case Studies, Channel design, Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Suggested Readings -

1. Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2018). Marketing management: an Asian perspective. Pearson.
2. Baker, M. (2012). The marketing book. Routledge.
3. Ramaswamy V. S. and Namakumari S. (2016). Marketing Management: Planning, Implementation and Control, McMillian Publication House.
4. Schmitt, B., & Simonson, A. (1997). Marketing aesthetics: The strategic management of brands, identity, and image. New York: Free Press.
5. Fill, C., & Turnbull, S. L. (2016). Marketing communications: brands, experiences and participation. Pearson.
6. Hollensen, S. (2019). Marketing management: A relationship approach. Pearson Education.

Course Title: BUSINESS STATISTICS
Course Code: F010703T
Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After completing this course, students should have developed a clear understanding of :-

- CO1: The fundamental concepts of statistics and handling various types of data and their graphics representation
- CO2: Time series analysis and application .
- CO3: Bivariate data and Significance of various coefficients of correlation and regression .
- CO4: Probability theory and its applications.
- CO5: Estimation theory and hypothesis testing .

Unit - 1:

Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

Unit - 2:

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

Unit - 3:

Index Numbers: Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices: Fixed base and Chain base methods.

Correlation-Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression: Meaning, Regression equations and their application, Partial and Multiple correlation & regression: An overview.

Unit - 4:

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes 'Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

Unit - 5:

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z test, t-test, F-test and Chi-Square test. Techniques of Association of Attributes & Testing.

Suggested Readings -

1. Newbold, P., Carlson, W., & Thorne, B. (2012). Statistics for business and economics. Pearson.
2. Gupta, S. C. (2019). Business statistics. Himalaya Publication House, New Delhi.
3. Gupta C B, Gupta V. (2016). An Introduction to Statistical Methods, Vikas Publishing House, New Delhi.
4. Levine, D. M. (2010). Business statistics: A first course. Pearson Education India.
5. Kvanli, A. H., Pavur, R. J., & Guynes, C. S. (1999). Introduction to business statistics: a computer integrated, data analysis approach. Dryden Press.
6. Lapin, L. L. (1978). Statistics for modern business decisions (p. 215). New York: Harcourt Brace Jovanovich.
7. Siegel, A. (2016). Practical business statistics. Academic Press.
8. Bajpai, N. (2009). Business statistics. Pearson Education India.
9. Webster, A. (1992). Applied statistics for business and economics. Homewood, IL: Irwin.

Course Title: ACCOUNTING FOR MANAGERS
Course Code: F010704T
Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After completion of this course, students will be able to:-

- CO1: Understand the applicability of the concept of accounting to understand the managerial Decisions and financial statements.
- CO2: Apply the Financial Statement Analysis associated with Financial Data in the organization.
- CO3: Analyze the complexities associated with management of cost of product and services in the Organization.
- CO4: Demonstrate how the concepts of accounting and costing could integrate while identification and resolution of problems pertaining to corporate sector
- CO5: Analyze how the concepts of accounting and costing could integrate to identify and resolve the problems pertaining to business decision making.

Unit - 1:

Overview: Accounting concepts, conventions and principles; Accounting Equation, International Accounting, principles and standards; Objectives of Accounting, Matching of Indian Accounting Standards with International Accounting Standards.

Unit - 2:

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill

Unit - 3:

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Unit - 4:

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis.

Unit - 5:

Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

Transaction Mode: Lecture, Seminar, Brainstorming, Problem solving

Suggested Readings

1. Maheshwari S. N & Maheshwari S. K. (2012), A text book of Accounting for Management, 3rd Edition, Vikas Publishing House.
2. Gupta, A. (2016). Financial Accounting: A Managerial Perspective” Prentice Hall.
3. Jain S. P. and Narang K. L., (2016). Advanced Accountancy Vol I, Kalyani Publishers.
4. Jain S. P. and Narang K. L., (2017). Advanced Accountancy Vol II, Kalyani Publishers.
5. Swami, N. (2016). Financial Accounting: A Managerial Perspective, Prentice Hall.
6. Mukherjee (2017). Financial Accounting for Management, Tata M Hills Publications

Course Title: BUSINESS ENVIRONMENT (Elective)

Course Code: F010705T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After completion of this course, students will be able to:-

- CO1: To Understand the concepts related to Business with internal and external environment
- CO2 To Familiarize with the nature of business environment and its components.
- CO3. To demonstrate and develop conceptual framework of business environment and generate interest in global setup.
- CO4 :To be able to understand various non-economic elements affecting individual and group behavior in any organization to make it successful.
- CO5: To realize the importance of micro and macro environment on business decisions.

Unit - 1:

Business Environment-Meaning, Importance, Environmental Factors, Recent Political Environment, Recent Economic and Financial Environment, Planning in India-Planning Commission- Liberalization and Planning, Industrial Policy: New trade policy-1991 onwards, Industrial Licensing in India

Unit - 2:

Indian Financial System: Monetary and Fiscal Policy, Economic Trends, Price Policy, Stock Exchange of India, Role of regulatory institutions in Indian financial system – RBI and SEBI, National Income, Role of Industry in Economic Development, Foreign Trade and Balance of Payment, Poverty in India, Unemployment in India, Inflation, Human Development, Rural Development, Problems of Growth

Unit - 3:

Direct & Indirect Taxes (MODVAT), (CENVAT), Competition Act 2002 & FEMA Acts, Business Ethics, Corporate Governance, Philosophy and strategy of planning in India.

Unit - 4:

Liberalization, Privatization and Disinvestments, Special Economic Zone (SEZ) and their role and impact in International Business Environment, World Trade Organizations (WTO), Redefining Value Proposition to MSMEs

Unit - 5:

Social Responsibility of business enterprises, New Economic Policy, Globalization, EXIM policy and role of EXIM bank, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness, technology and competitive advantage, technology transfer - importance and types, Appropriate technology and technology adaptation.

Suggested Readings -

1. Cherunilam, F. (2016). Business Environment, Text and Cases, Himalaya Publishing House, New Delhi.
2. Shaikh & Saleem (2015). Business Environment, Pearson Publication, New Delhi.
3. Mittal, (2016), Buiness Environment, Excel Books Publication House, New Delhi.
4. Baron, D. P., & Baron, D. P. (2003). Business and its environment (p. 2). Upper Saddle River, NJ: Prentice Hall.
5. Justin, P. (2014). Business Environment Text and Cases, Tata McGraw Hills Publication.
6. Burlton, R. (2001). Business process management: profiting from process. Pearson Education.

Course Title: COMPUTER APPLICATIONS & MIS (Elective)

Course Code: F010706T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After completion of this course, students will be able to:-

- CO1: Understand basic concepts of operating system and terminology of information system .
- CO2: Have a basic understanding of MS office package and their applications.
- CO3: Have a basic understanding of personal computers and their operations .
- CO4: Able to apply information system for managerial perspective .
- CO5: To understand the concepts of AI and ERP for business related problem solving and identify issues related to information security.

Unit - 1:

Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system, Windows, Commands of windows operating system.

Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler

Unit - 2:

MS Office : Introduction, Importance and Basics of MS-Word, MS-Excel, MS-PowerPoint; MS Access, Practical Applications on Computers regarding MS Office Package.

Unit - 3:

Management Information System: Introduction, Importance, Barriers, Classification: Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS).

Unit - 4:

Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality, Expert System (ES), Executive Information System (EIS), Cross Functional Information Systems.

Unit - 5:

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

Suggested Readings -

1. Leon M. (2016). Introduction to Computers , Vikas Publishing , 1st Edition , New Delhi .
2. Srivastava (2015). Fundamental of Computer& Information Systems ,Wiley Dreamtech .
3. ITL ESL – Introduction to Information Technology Pearson, 2nd Edition , New Delhi .
4. Nagpal. B. P. (2016). Computer Fundamentals S Chand & Co., New Delhi .
5. Ram B. (2015). Computer Fundamentals , New Age international , New Delhi .
6. Kelkar S A. (2016). Information system : a concise study , PHI Learning , New Delhi .
7. James O'Brien (2014), Management Information System , 10th ed . , Mcgrawhill , New Delhi .

Course Title: BUSINESS COMMUNICATION (Elective)

Course Code: F010707T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After completion of this course, students will be able to:-

CO1: Share their opinions and ideas on topics presented at any platform.

CO2: Describe the rules of communication.

CO3: Deliver effective presentations at any platform.

CO4: Describe how to chair a meeting and write up the minutes of a meeting.

CO5: Communicate effectively with others in small groups or teams.

Unit - 1:

Introduction: Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 Cs of communication, Impact of cross cultural communication.

Unit - 2:

Employment Communication: Writing CVs & Application Letter, Group discussions, interview, types of interviews, candidate's preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Characteristics of successful oral communication, Body language.

Unit - 3:

Written Communication: Purpose of writing, Pros & Cons of written communication, Clarity in writing, principles of effective writing, writing technique. Business Letters and Reports: Introduction to business letters, Types of Business letter, Layout of business letters, Reports: definition & purpose, types of business reports, Reports writing.

Unit - 4:

Group Communication - Meetings, Importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes– netiquettes, telephonic & table etiquettes. Presentation Skills: Presentation, Elements of presentation, designing a presentation, Appearance & posture, practicing delivery of presentation.

Unit - 5:

Corporate Communication: Definition, Scope, Importance & Components of corporate communication, Professional communicator responsibilities, corporate communication & Public Relation, Role of social media in communication.

Suggested Readings -

1. Sharma R.C., Mohan Krishna – Business: Correspondence and Report Writing (Tata McGrawHill)
2. M.K.Sehgal & V. Khetrapal-Business Communication (ExcelBooks).
3. Lesikar RV & Pettit Jr. JD – Basic Business Communication: Theory & Application (Tata McGraw Hill Publication.
4. Bisen & Priya – Business Communication, New Age International Publication

Course Title: RESEARCH PROJECT (75% Marks in First Six Semester) (Elective)

Course Code: F010708R

Max. Marks: 100(P)

L	T	P	C.U.
3	1	0	4

Research Project Report:

The Research Project Report requires students to select a research topic within their field of specialization and carry out an in-depth investigation. The report typically follows a structured format and includes an introduction, literature review, research methodology, data analysis, findings, conclusions, and recommendations. Students are expected to demonstrate their research skills by collecting and analyzing data, drawing meaningful insights, and providing actionable recommendations. The report should adhere to academic standards, including proper referencing and citation.

Course Components:

1. Research Project Proposal: Students will develop a research proposal outlining the research problem, objectives, methodology, and expected outcomes of the research project.
2. Research Project Execution: Students will conduct the research project, follow the approved research proposal and employing appropriate research methodologies and techniques.
3. Research Project Report: Students will prepare a detailed research project report that includes an introduction, literature review, methodology, analysis, findings, conclusions, and recommendations.
4. Comprehensive Viva Voce Examination: Students will participate in an oral examination (viva voce) where they will present and defend their research project findings before a panel of faculty members.

Assessment Methods:

1. Research Project Proposal Evaluation: The research proposal will be assessed based on its clarity, coherence, and alignment with the research objectives.
2. Research Project Report Evaluation: The research project report will be assessed based on its content, organization, analysis, conclusions, and adherence to academic standards.

Comprehensive Viva Voce Examination: The viva voce examination will assess the student's ability to articulate and defend their research project, respond to questions, and engage in scholarly discussions related to the research topic.

Semester VIII

Course Title: ENTREPRENEURSHIP & STARTUP MANAGEMENT

Course Code: F010801T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After completion of this course, students will be able to:-

- CO1: Apply the concept of Entrepreneurship in organization.
- CO2: Analyze the business environment to identify business opportunities,
- CO3: Deal with the legal and financial conditions for starting a business venture
- CO4: Evaluate the effectiveness of different entrepreneurial strategies
- CO5: Explain the importance of marketing and management in small businesses venture

Unit - 1

Entrepreneurship : Introduction, Concept, Definition, Role in Economy; Entrepreneurial Traits and Motivation, Entrepreneurs vs Professional Managers, Future Challenges; Entrepreneurial Development Programs, Meaning Evolution and Objectives of EDP

Unit -2

Project Management: Search for Business ideas, Concepts of Projects and Classification, Project Identification, Project formulation, Project Design and Network Analysis, Project Report, Project Appraisal, Factory design and Plant Layout, Financial Analysis- Risk and Return.

Unit -3

Introduction to Startup Management: Introduction to startups and their unique characteristics; Understanding the entrepreneurial mindset and startup ecosystem; Identifying and evaluating startup ideas; Idea validation and market research; Building an entrepreneurial team.

Unit -4

Funding and Financing for Startups: Sources of funding for startups: Bootstrapping, angel investors, venture capital, crowdfunding, etc.; Pitching and securing investment: Investor relations and funding negotiations; Financial management and accounting for startups; Exit strategies: IPOs, acquisitions, and mergers.

Unit -5

Small Industry Setup: Considerations in Selection of Particular Form of Organizations- Sole proprietorship, Partnership, Joint Stock Company, Cooperative Organizations- Their Merits, Limitations, Suitability, Brief Procedure of Incorporation. :Location for a Small Industry, Steps of Starting a Small Industry, Incentives and Subsidies, Exploring Export Possibilities, Problems of Entrepreneurship.

Suggested Readings -

1. Hamilton, E. (2013). The discourse of entrepreneurial masculinities (and femininities). *Entrepreneurship & Regional Development*, 25(1-2), 90-99.
2. Chon, M. (1996). New Wine Bursting from Old Bottles: Collaborative Internet Art, Joint Works, and Entrepreneurship. *Or. L. Rev.*, 75, 257.
3. Owen, T. C. (2014). IV. Entrepreneurship and the Structure of Enterprise in Russia, 1800-1880. In *Entrepreneurship in Imperial Russia and the Soviet Union* (pp. 59-83). Princeton University Press.
4. Jurczyk-Romanowska, E., Sochacka, J., Jakubas, P., Piwowarczyk, M., & Wysoczański, T. (2014). *Entrepreneurship in the educational practice of Lower Silesia*.

Course Title: FINANCIAL MANAGEMENT & PLANNING

Course Code: F010802T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After completion of this course, students will be able to:-

- CO1: Develop knowledge of the allocation, management and funding of financial resources.
- CO2: Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
- CO3: Ability in dealing with short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.
- CO4: Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting.
- CO5: Analyze how the concepts of finance and costing could integrate to identify and resolve the problems pertaining to business decision making.

Unit -1

Introduction to Financial Management: Meaning and Scope of Financial Management & Corporate Financial Management Functions of Financial Manager, various decisions under Financial management, Wealth maximization vs. Profit maximization objective, Financial Planning and Financial Forecasting.

Unit -2

Capital Structure Planning - Financing Decision: Capitalization and capital structure, Financial Planning - long and short term sources of corporate funds, objectives of an optimal Capital structure, Financial and operating leverage analysis, cost of capital and capital structure decision. Trade-off Theory, Pecking order Theory, Leverage analysis-financial, operating and combined leverage along with its implications.

Unit -3

Capital Budgeting: Meaning, Definition, Process of capital budgeting decisions, risk analysis and investment decisions, Capital budgeting practices of Indian companies; Various techniques of Calculating Capital budgeting decision(including numerical problems), Payback period, Profitability Index, NPV Method, IRR method.

Unit -4

Working Capital Management: Concepts of working capital; Needs of working capital. Dimensions and trends in working capital management; Sources of working capital finance and their relative utility; Determinants of Working Capital, Trade Credit, Accrued Expenses and Deferred Income; EOQ model, Practical problems based on working capital computation, Cash budget, Debtor management.

Unit -5

Dividend relevance: Walter and Gordon Model, Miller-Modigliani (MM) Hypothesis, Linter Model of Corporate Dividend behavior. Analysis and Interpretation of Final Accounts: Liquidity, Profitability, Solvency and Turnover ratios.

Suggested Readings -

1. Bernadin(2016), Human Resource Management ,Tata McGraw Hill.
2. Decenzo and Robbins(2017), Human Resource Management, Wiley.
3. Dessler(2017), Human Resource Management, Pearson Education Limited.
4. MamoriaC.B. and Mamoria S.(2017), Personnel Management, Himalaya Publishing Company.
5. Wayne Cascio(2017), Managing Human Resource, McGraw Hill.

Course Title: HUMAN RESOURCE MANAGEMENT

Course Code: F010803T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After completion of this course, students will be able to:-

- CO1: Apply various concepts of human resources into personnel management.
- CO2: Develop necessary skill set for application of various human resource issues.
- CO3: Deal with various strategic issues and strategies required to select and develop manpower resources.
- CO4: Integrate the knowledge of human resource concepts to take correct business decisions.
- CO5: Distribute role and responsibilities among employees and functioning of human resource department of the organizations.

Unit - 1

Introduction: Nature, Functions and Importance of Human Resource Management. Development of Human Resource Management. Contribution of Industrial Psychology. Organization of Human Resource Department, Human Resource Policies. Procurement: Human Resource Planning – Quantitative and qualitative dimensions; Job Analysis, Job descriptions and Job specifications. Sources of recruitment, Selection process – Tests and Interviews, Induction and Socialization.

Unit - 2

Training and Development: Concepts and Importance. Identification of Training Needs. Types of Training, On-the-job and Off-the-job methods of training. Design of Training Program. Methods of Executive Development. - Role Plays - Simulations - T-Groups – Transactional Analysis

Unit - 3

Performance Management System: Concept and Objectives, Methods of Performance, Appraisal; Job changes – Transfers and Promotions; Employee counseling; Compensation and Management: Components of Compensation, Performance Linked Compensation.

Unit - 4

Employee Health; Employee Welfare; Social Security, Emerging Horizons in HRM, Human Resource Management and Information Technology, Business Process Reengineering, Downsizing and VRS

Unit - 5

Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development.

Suggested Readings -

1. Bernadin(2016), Human Resource Management ,Tata Mcgraw Hill.
2. Decenzo and Robbins(2017), Human Resource Management, Wiley.
3. Dessler(2017), Human Resource Management, Pearson Education Limited.
4. MamoriaC.B. and Mamoria S.(2017) Personnel Management, Himalaya Publishing Company
5. Wayne Cascio(2017), Managing Human Resource, McGraw Hill.
6. Ivancevich, J. M. (2007). Human resource management. *New York: McGrawHill.*
7. Kessler, I. (1993). Human resource management. *WORK EMPLOYMENT AND SOCIETY*, 7, 313-313.
8. Beaumont, P. B. (1993). *Human resource management: Key concepts and skills.* Sage.
9. Nickson, D. (2021). Human Resource Management.

Course Title: STRATEGIC MANAGEMENT

Course Code: F010804T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs):After completing this course, students should have developed a clear understanding of :-

- CO1: Articulate the purpose of an organization's existence and communicate the same to all stakeholders
 CO2: Analyze the key structural drivers in the business environment to identify opportunities, threats and strategic gaps.
 CO3: Contrast the different bases of achieving competitive advantage and outline the means to achieve sustainability in a competitive environment for an SBU
 CO4: Understand the compelling needs of restructuring a firm and various ways of implementing the same.
 CO5: Discuss the Key tasks for effective strategy implementation and assess how to align them.

Unit - 1 :

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making.

Unit -2:

Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness. Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning.

Unit - 3 :

Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit. SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy

Unit - 4 :

Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

Unit – 5:

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Suggested Readings -

1. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. Fourth edition..
2. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition
3. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education, Fifth edition.
4. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education, Thirteenth edition.
5. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education, Eleventh edition.

Course Title: ORGANIZATION BEHAVIOUR (Elective)

Course Code: F010805T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs) : After completing this course, students should have developed a clear understanding of :-

- CO 1: Understand individual behavior in organizations.
- CO 2: Improve team dynamics and collaboration.
- CO 3: Develop effective leadership skills.
- CO 4: Promote a positive organizational culture and diversity.
- CO 5: Manage organizational change successfully.

Unit - 1:

Introduction to Organizational Behavior; OB as a field of study; Individual differences and personality in organizations; Perception and decision-making in the workplace; Attitudes, job satisfaction, and organizational commitment; Motivation theories and their application in organizational settings.

Unit 2:

Group Dynamics and Teamwork; Group formation, development, and roles; Group decision-making and problem-solving; Communication patterns and effective interpersonal skills; Conflict management and negotiation strategies; Leadership styles and their impact on group performance

Unit 3:

Organizational Structure and Design: organizational culture and its impact on behavior; Power, authority, and politics in organizations; Organizational structure and its influence on communication and coordination; Job design and its effect on motivation and performance; Organizational change and managing resistance

Unit 4:

Leadership and Organizational Behavior: Leadership theories and approaches; Leadership styles and their effectiveness; Emotional intelligence and leadership effectiveness; Leading organizational change and innovation; Ethical leadership and corporate social responsibility

Unit 5:

Organizational Behavior and Human Resource Management: Recruitment and selection processes; Training, development, and career management; Performance appraisal and feedback systems; Compensation and benefits management; Employee engagement, satisfaction, and well-being.

Suggested Readings –

1. Kinicki, A., & Kreitner, R. (2009). Organizational behavior: Key concepts, skills & best practices (p. 528). McGraw-Hill Irwin.
2. Griffin, R. W., Phillips, J. M., & Gully, S. M. (2016). Organizational behavior: Managing people and organizations. Cengage Learning.
3. Sweeney, P. D., & McFarlin, D. B. (2002). Organizational behavior: Solutions for management. McGraw-Hill.
4. Altman, S., Valenzi, E., & Hodgetts, R. M. (2013). Organizational behavior: Theory and practice. Elsevier.
5. Bowditch, J. L., Buono, A. F., & Stewart, M. M. (2007). A primer on organizational behavior. John Wiley & Sons.

Course Title: ADVANCED QUANTITATIVE TECHNIQUE (Elective)

Course Code: F010806T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (Cos): After completion of the course, the students will be able to-

- CO1: Understand advanced quantitative techniques and their applications in business and research.
- CO2: Apply advanced statistical methods, such as multivariate analysis, regression analysis, factor analysis, or cluster analysis, to analyze complex data sets.
- CO3: Evaluate and interpret the results of advanced quantitative techniques to draw meaningful conclusions and make informed decisions.
- CO4: Develop skills in using statistical software, such as SPSS, R, or SAS, to implement advanced quantitative techniques and conduct data analysis.
- CO5: Apply advanced quantitative techniques in solving real-world business problems, such as forecasting, market research, or optimization, and demonstrate the ability to communicate the findings effectively.

Unit - 1:

Introduction to Probability and Non-Probability Tests: Understanding the concepts of probability and non-probability sampling; Types of probability sampling methods (simple random sampling, stratified sampling, etc.); Types of non-probability sampling methods (convenience sampling, purposive sampling, etc.); Advantages and limitations of probability and non-probability tests

Unit - 2:

Statistical Tests: F-Test, T-Test, and Chi-Square Test; F-Test: Understanding the principles and applications of the F-test in statistical analysis; T-Test: Different types of t-tests and their uses; Chi-Square Test: Application of the chi-square test; Interpreting and drawing conclusions from the results of these tests

Unit - 3:

Introduction to SPSS and ANOVA: Overview of Statistical Package for the Social Sciences (SPSS) software; Introduction to data management and analysis in SPSS; Application of Analysis of Variance (ANOVA) in business research; Interpreting ANOVA results and making informed business decisions

Unit - 4:

Research Software and Time Series Analysis : Overview of research software tools for data analysis (e.g., R, SAS, Stata); Understanding time series data and its importance in business forecasting; Time series analysis techniques (trend analysis, forecasting models, etc.); Conducting time series analysis using research software tools

Unit - 5:

Business Forecasting Techniques : Introduction to business forecasting and its applications; Different methods of business forecasting (qualitative and quantitative); Time series forecasting models (moving average, exponential smoothing, etc.); Accuracy and evaluation of forecasting models; Implementation of business forecasting techniques in decision-making

Suggested Readings -

1. Newbold, P., Carlson, W., & Thorne, B. (2012). Statistics for business and economics. Pearson.
2. Gupta, S. C. (2019). Business statistics. Himalaya Publication House, New Delhi.
3. Levine, D. M. (2010). Business statistics: A first course. Pearson Education India.
4. Siegel, A. (2016). Practical business statistics. Academic Press.
5. Bajpai, N. (2009). Business statistics. Pearson Education India.
6. Webster, A. (1992). Applied statistics for business and economics. Homewood, IL: Irwin.

Course Title: DIGITAL MARKETING & E-COMMERCE (Elective)

Course Code: F010807T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (Cos): After completion of the course, the students will be able to -

- CO 1: Analyze the fundamentals and principles of digital marketing and its significance in the modern business landscape.
- CO 2: Develop digital marketing strategies that align with business objectives and effectively reach target audiences.
- CO 3: Demonstrate an understanding of ethical and legal considerations in digital marketing and apply responsible practices in compliance with industry regulations.
- CO 4: Utilize data analytics and customer insights to make informed decisions and optimize e-commerce operations, including customer acquisition, retention, and conversion.
- CO 5: Demonstrate an understanding of legal and ethical considerations in e-commerce, including privacy, intellectual property, and regulatory compliance, and apply responsible practices in e-commerce operations.

Unit – 1:

Fundamentals of Digital marketing & Its Significance, Traditional marketing Vs Digital Marketing, Evolution of Digital Marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence wrt Digital Marketing.

Unit – 2:

The Digital users in India, Digital marketing Strategy- Consumer Decision journey, POEM Framework, Segmenting & Customizing messages, Digital advertising Market in India, Skills in Digital Marketing, Digital marketing Plan.

Unit – 3:

Display advertising, Buying Models, different type of ad tools, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, Programmatic Digital Advertising.

Unit – 4:

E-Commerce: Introduction, Nature, Importance and Scope of E commerce; Electronic Market, Electronic Data Interchange, Internet Commerce, Benefits and limitations of E-Commerce; E-Retailing: Traditional retailing and e retailing, Benefits of e retailing, Key success factors, Models of e-retailing, Features of e-retailing.

Unit – 5:

E-Commerce: Issues related to Ethical, Social and Politics; Basic Ethical Concepts, Analyzing Ethical Dilemmas, Information collected at E-Commerce Websites, The Concept of Privacy, Legal protections Intellectual Property Rights: Types of Intellectual Property Protection, Governance.

Suggested Readings –

1. Kingsnorth, S. (2022). Digital marketing strategy: an integrated approach to online marketing. Kogan Page Publishers.
2. Charlesworth, A. (2018). Digital marketing: A practical approach. Routledge.
3. Parkin, G. (2016). Digital marketing: Strategies for online success. Fox Chapel Publishing.
4. Chakti, G. (2019). The Book Of Digital Marketing: BukuPemasaran Digital (Vol. 1). Celebes Media Perkasa.
5. Rayport, J. F., & Jaworski, B. J. (2004). Introduction to e-commerce. McGraw-Hill.

Course Title: RESEARCH PROJECT (75% Marks in First Six Semester) Elective

Course Code:F010808R

Max. Marks: 100(P)

L	T	P	C.U.
3	1	0	4

Research Project Report:

The Research Project Report requires students to select a research topic within their field of specialization and carry out an in-depth investigation. The report typically follows a structured format and includes an introduction, literature review, research methodology, data analysis, findings, conclusions, and recommendations. Students are expected to demonstrate their research skills by collecting and analyzing data, drawing meaningful insights, and providing actionable recommendations. The report should adhere to academic standards, including proper referencing and citation.

Course Components:

5. Research Project Proposal: Students will develop a research proposal outlining the research problem, objectives, methodology, and expected outcomes of the research project.
6. Research Project Execution: Students will conduct the research project, follow the approved research proposal and employing appropriate research methodologies and techniques.
7. Research Project Report: Students will prepare a detailed research project report that includes an introduction, literature review, methodology, analysis, findings, conclusions, and recommendations.
8. Comprehensive Viva Voce Examination: Students will participate in an oral examination (viva voce) where they will present and defend their research project findings before a panel of faculty members.

Assessment Methods:

3. Research Project Proposal Evaluation: The research proposal will be assessed based on its clarity, coherence, and alignment with the research objectives.
4. Research Project Report Evaluation: The research project report will be assessed based on its content, organization, analysis, conclusions, and adherence to academic standards.

Comprehensive Viva Voce Examination: The viva voce examination will assess the student's ability to articulate and defend their research project, respond to questions, and engage in scholarly discussions related to the research topic.

Semester IX

Course Title: RESEARCH METHODOLOGY

Course Code: F010901T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After completion of this course, students will be able to:-

- CO1: Apply a range of quantitative and / or qualitative research techniques to business and management problems / issues.
- CO2: Apply research approaches, techniques and strategies in the appropriate manner for managerial decision making.
- CO3: Develop necessary critical thinking skills in order to evaluate different research approaches utilized in various industries.
- CO4: To construct an effective questionnaire that employs several types of survey questions
- CO5: To locate, analyze and synthesize information about the diversity of research approaches

Unit – 1:

Types of Research; Types of Business Problems Encountered by the Researcher; Problems and Precautions to the Researchers; Steps Involved in Research Process; Research Design and its methods, Collection of Data.

Unit – 2:

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Precautions in Preparation of Questionnaire and Collection of Data.

Unit – 3:

Measurement and Scaling; Nominal, Ordinal, Ratio/Interval scale; Single item vs Multiple Item scale, Comparative vs non-comparative scales, Measurement Error, Criteria for Good Measurement, Questionnaire Design, Data Processing: Data Editing- Field Editing, Centralized in house editing; Classification and Tabulation of Data, Testing the hypothesis, Univariate and Bivariate Analysis of Data.

Unit – 4:

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

Unit – 5:

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Persons Concerned.

Suggested Readings :

1. Kothari C.R., (2009), Research Methodology, Himalaya Publication, Bombay.
1. Cooper, D. R., (2005), Business Research Method , Tata Mcgraw Hill, New Delhi.
2. Anderson, (2009), Quantitative Methods in Business. Thomson Learning, Bombay.
3. Bhardwaj, R. S., (2000), Business Statistics. Excel Books.
4. Hooda. R. P., (2003), Statistics for Business and Economics, McMillan India Ltd.
5. Kothari C.R., (2007), Quantitative Techniques. Vikas Publishing House, New Delhi.
6. Levin, R.I. and Rubin, D.S., (2008), Statistics for Business. Prentice Hall of India.

Course Title: OPERATIONS MANAGEMENT

Course Code: F010902T

L	T	P	C.U.
3	1	0	4

Max. Marks: 25+75=100

Course Outcomes (COs): After completion of this course, students will be able to:-

- CO1: Apply basic concepts of production system.
- CO2: Evaluate production planning and revise it as per the condition of the organization.
- CO3: Deal with quality management of the product produced by organization.
- CO4: Apply the measures of quality control in production planning.
- CO5: Apply the concepts of supply chain management in real situations.

Unit - 1:

Operations Management: Introduction, Meaning, Nature and Scope of Operation Management. Objectives of Operations Management, Duties and Responsibilities of Operations Manager, Production Function. Systems approach Operations Management. Manufacturing system: Mass, Batch, Job-Shop and Project.

Unit - 2:

Forecasting: Forecasting as a planning tool, forecasting types and methods, Exponential smoothening, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.

Unit - 3:

Production: Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule. Work Study: Method study and work measurement- Importance, Objectives, Application areas, Steps in method study and Techniques of work measurement.

Unit - 4:

Quality management: Basic concepts of quality, dimensions of quality, Juan's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, Six Sigma, Total Productive Maintenance (TPM) , JIT/Lean Logic, Elimination of waste, Value Stream Mapping, JIT/Lean Implementation Requirements, JIT/Lean in Services

Unit - 5:

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management. Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies , Electronic Commerce Levels - Supply Chain Management System Components.

Suggested Readings –

1. Roy, R. N. (2007). A modern approach to operations management. New Age International.
2. Waller, D. (1999). Operations management: a supply chain approach (No. hal-02297985).
3. Mahadevan, B. (2015). Operations management: Theory and practice. Pearson Education India.
4. Hax, A. C. (1980). Operations Management.
5. Stevenson, W. J., Hojati, M., & Cao, J. (2014). Operations management (p. 182). McGraw-Hill Education.
6. Stevenson, W. J., &Hojati, M. (2007). Operations management. Boston: McMcGraw-Hill Irwin

Elective Group (A): INTERNATIONAL BUSINESS

Course Title: ECONOMICS OF GLOBAL TRADE & FINANCE

L	T	P	C.U.
3	1	0	4

Course Code: F010903T

Max. Marks: 25+75=100

Course Outcomes (COs): After completion of this course, students will be able to:-

- CO1: Demonstrate an understanding of the reasons behind the rapid increase in global trade and its differential implications for standards of living internationally.
- CO2: Use economic models and principles, including trade models, to analyze the impacts of changes in commercial policies, trade and non-tariff barriers, and taxes and subsidies.
- CO3: Analyze sector- and industry-specific implications for an economy of changes in the international trading system.
- CO4: Use international finance theories and models to explain the evolution of global capital markets and policy issues.
- CO5: Analyze the operations of global capital markets and their implications for domestic trade-oriented businesses with respect to production, investment and employment.

Unit – 1:

Introduction of International Trade: Types of Trade, Free Trade vs Protection: Barriers to Trade - Tariff & Non-tariff barriers; Export Promotion in India, Problems of India's Export sector, India's Foreign Trade Policies.

Unit – 2:

Theories of International Trade: Absolute Advantage, Comparative Advantage and Opportunity Costs, Heckscher-Ohlin Theory of Trade; Factor Price equalization; New approaches to trade theory: The Product Cycle Theory, Technology Gap Theory.

Unit – 3:

Regional Integration: North- North, South- South and North-South. EU, ASEAN, NAFTA, SAARC, BIMSTEC, RCEP, BRICS, Brexit and India, USA-China Trade War, Look East policy, India-Central Asia Trade relation.

Unit – 4:

World Trade: Recent World trade Scenario, Recent changes in foreign trade policy, Trade agreements – Bilateral and Multilateral Trade Agreements. GATT & UNCTAD, WTO. India's Balance of Trade and Balance of Payments: Concept, Problems, Reasons for disequilibrium and Corrective Measures.

Unit – 5:

International Financial Markets and International Financial Institutions - International capital markets, Government sector, International Money Market, International Equity market, International Bond market, Derivatives market, World Bank, IMF, IFC, IDA and ADB.

Suggested Readings :

1. Bhagwati, J. N. (1998). International Trade: Selected Readings. London: McMillan University Press.
2. James C. and Robert, M. (2004). International Economics, John Wiley & Sons. Inc.
3. Mikic, M. (1998). International Trade. London: Macmillan Press.
4. Sakamoto, Y. (1994). Global Transformation: Challenges to the State System. Tokyo: United Nations University Press
5. Scholtze, J.A. (2000). Globalisation: A Critical Introduction. Basingstoke: Palgrave.
6. Stiglitz, J. E. (2002). Globalization and its Discontents. London: Penguin.
7. Nayyar, D. (2002). Governing Globalisation: Issues and Institutions. Delhi: Oxford University Press.

Course Title: WAREHOUSING AND INVENTORY MANAGEMENT

Course Code: F010904T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs) : After the completion of this course, students will be able to:-

- CO 1: Understand warehouse operations and processes.
- CO 2: Apply effective inventory control methods.
- CO 3: Ensure warehouse safety and compliance.
- CO 4: Utilize technology for efficient warehouse management.
- CO 5: Strategically planned inventory and warehouse operations.

Unit - 1:

Introduction to Warehouse Management: Introduction to warehousing and its significance in supply chain management; Functions and objectives of a warehouse; Warehouse types and design considerations; Warehouse location selection and layout planning; Warehouse operations and processes.

Unit 2:

Warehouse Operations and Processes: Receiving and inspection procedures: Storage techniques and layout optimization: Order picking and fulfillment processes: Packaging and labeling in the warehouse: Cross-docking and value-added services.

Unit 3:

Inventory Planning and Control: Demand forecasting and its impact on inventory management; Inventory classification methods (ABC, XYZ, etc.); Economic order quantity (EOQ) and reorder point (ROP) calculations; Just-in-Time (JIT) and lean inventory management; Inventory accuracy and cycle counting.

Unit 4:

Warehouse Performance and Optimization; Warehouse productivity measurement and improvement techniques; Warehouse automation and technology integration; Continuous improvement methodologies (Six Sigma, Kaizen) in warehouse operations; Sustainable practices in warehouse and inventory management.

Unit 5:

Emerging Trends and Future Directions in Inventory Management: Inventory optimization model; Demand-driven inventory management; Sustainability and green inventory management practices; Risk management in inventory management (e.g., supply chain disruptions, demand variability); Inventory management in global supply chains; Ethical considerations in inventory management.

Suggested Readings -

1. Bose, D. C. (2006). Inventory management. PHI Learning Pvt. Ltd..
2. Smith, J. D. (1998). The warehouse management handbook. Tompkins press.
3. Toomey, J. W. (2000). Inventory management: principles, concepts and techniques (Vol. 12). Springer Science & Business Media.
4. Ten Hompe, M., & Schmidt, T. (2008). Warehouse management. Springer Berlin Heidelberg.
5. Toomey, J. W. (2000). Inventory management: principles, concepts and techniques (Vol. 12). Springer Science & Business Media.

Elective Group (B): MARKETING MANAGEMENT

Course Title: B2B & SERVICES MARKETING

Course Code: F010905T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs) : After the completion of this course, students will be able to:-

- CO1: Understand the unique characteristics and dynamics of business-to-business (B2B) and services manufacturing industries.
- CO2: Analyze and evaluate B2B marketing strategies and practices, including segmentation, targeting, and positioning in B2B markets.
- CO3: Develop effective strategies for managing relationships with B2B customers, including key account management and customer retention.
- CO4: Apply principles of services manufacturing, such as service design, service quality management, and service innovation, to enhance customer satisfaction and loyalty.
- CO5: Evaluate and implement strategies for managing the supply chain in B2B and services manufacturing, including supplier selection, procurement, and logistics management.

Unit – 1:

Introduction to B2B Marketing: Business marketing, Market structure, Environment and Characteristics of Business Marketing, Commercial enterprises, Commercial and institutional customers.

Unit – 2:

Organizational Buying and Buyer Behavior: Organizational buyers' decision process, Organizational and business markets; Government as a customer; B2B Marketing Strategy: Strategy making and strategy management process, Industrial product strategy, Managing Services for Business Markets; Managing Business Market channels

Unit – 3:

B2B Marketing STP: Market Segmentation, basic framework of segmentation, choosing target segments and positioning-Pricing strategies for Business Markets, B2B Advertising, Competitive bidding, Relationship marketing and CRM

Unit – 4:

Service Marketing: Concept, Introduction, Meaning, Nature and Scope of Service Marketing; Characteristics and Classification of Services; Four I's of services - Intangibility, Inconsistency, Inseparability and Inventory.

Unit – 5:

Distribution Strategies for Services : Challenges in Distribution of Services, Personal Selling-advertising and Sales Promotion in Service Industry, Customer Satisfaction & Service Quality in Service Marketing; Monitoring and Measuring customer satisfaction –SERVQUAL& GAP model.

Suggested Reading –

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing: A South
2. Asian Perspective Cengage 2014, 11th ed.
3. SharadSarin, Business Marketing: Concepts and Cases McGraw Hill 2013, 1st ed.
4. Rampal. M.K& Gupta S. L , Service marketing , Galgotia Publishing, NewDelhi 2000.
5. Valarie A Zeithaml , Services Marketing: Integrating Customer Focus Across the Firm, Second Edition, McGraw-Hill 2003.

Title: CONSUMER BEHAVIOR & DISTRIBUTION MANAGEMENT

L	T	P	C.U.
3	1	0	4

Course Code: F010906T

Max. Marks: 25+75=100

Course Outcomes (COs) : After the completion of this course, students will be able to:-

CO1: Understand the theories and concepts of consumer behavior and customer loyalty.

CO2: Analyze and interpret consumer behavior patterns and motivations in making purchasing decisions.

CO3: Evaluate the factors that influence customer loyalty and develop strategies to enhance customer loyalty and retention.

CO4: Apply consumer behavior theories and insights to design effective marketing strategies and campaigns.

CO5: Assess and measure customer satisfaction and loyalty using appropriate methods and metrics and utilize the findings to improve customer relationship management practices.

Unit – 1 :

Introduction, Consumer Behavior – Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Development of Marketing Concept, Consumer Behavior and its Applications in Marketing, Consumer Research Process, Contributing disciplines and area like psychology, social psychology, economics: Diversity of consumers and their behaviors.

Unit – 2 :

Segmentation, Targeting and Positioning: Segmentation -Introduction, Bases for Segmentation, Case study related to Segmentation, Determining How Many Segments to Enter; Targeting-Introduction, Case study related to Targeting; Positioning: Introduction, Strategy, Case study based on positioning.

Unit – 3 :

Consumer needs, theories of Motivation and their applications; Process theories and content theories; Personality and self-concept; Theories of personality; Trait theory and measurement; Motivational Research; Perception; Thresholds of perception, subliminal perception, Perceptual process dynamics; Perceptual mapping methods.

Unit – 4 :

Learning theories and their applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories; Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change; Attribution theory and Cognitive dissonance. Persuasion and persuasibility.

Unit – 5 :

Consumer Behavior and Marketing Communications: Introduction, Marketing Communication

Flow, Communications Process, Interpersonal Communication, Persuasive Communications, source, message, message appeals, communication feedback Customer Relationship Management : Facets and Elements, Process, Importance, Planning and Managing of CRM programmed, Customer Loyalty, Customer value assessment, Customer Retention strategies.

Suggested Readings:

1. Assael, H. Consumer Behaviour and Marketing Action, Ohio, South Western, 1995
 2. Engle, J. F. et al. Consumer Behaviour, Chicago, Dryden Press, 1993
 3. Hawkins, D. et al. Consumer Behaviour Implications for Marketing Strategy. Texas, Business, 1995
 4. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993
- Schiffman, L. G. and Kanuk, L. L. Consumer Behaviour New Delhi, Prentice Hall of India, 1994

Elective Group (C): HUMAN RESOURCE MANAGEMENT

Course Title: NEGOTIATIONS & COUNSELLING

	T	P	C.U.
3	1	0	4

Course Code: F010907T

Max. Marks: 25+75=100

Course Outcomes (COs) : After the completion of this course, students will be able to:-

- CO1: Understand the theories, principles, and dynamics of negotiations and counseling.
- CO2: Apply effective negotiation techniques and strategies in various professional and personal contexts.
- CO3: Analyze and assess different negotiation styles and approaches and adapt them to different situations and stakeholders.
- CO4: Develop effective counseling skills and techniques to facilitate communication, resolve conflicts, and promote understanding.
- CO5: Evaluate and implement strategies for achieving win-win outcomes in negotiations and counseling sessions, while considering ethical and cultural considerations.

Unit - 1

Counseling: Introduction, Approaches to Counseling, Goals and Process of Counseling; Counseling Procedures and Skills, Organizational Application of Counseling Skills.

Unit - 2

Changing Behaviour through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

Unit - 3

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.

Unit - 4

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

Unit - 5

Counselling: Introduction, Definitions, Terms involved in counseling, Factors contributing to the emergence of counseling, Technological, Psychological, Educational & Human; Counselling for different phases of life.

Suggested Readings:

1. Singh Kavita - Counselling Skills for Managers, PHI Publication.
2. Carroll, M. Workplace Counselling, Sage Publication
3. Lewicki, Saunders & Barry – Negotiation, Tata McGraw Hill, 5th Ed.
4. B.D. Singh - Negotiation Made Simple, Excel Books, 1st Ed.
5. Rao S N - Counseling and Guidance, Tata McGraw Hill, 2nd Ed.
6. Singh Kavita - Counselling Skills for Managers, PHI, 1st Ed.
7. Welfel, Patterson - The Counselling Process, A Multitheoretical Integrative Approach, Thomson India, 6th Education.
8. Pareek Udai - Understanding Organisational Behaviour, Oxford Publication

Course Title: INDUSTRIAL AND LABOUR LAW

Course Code: F010908T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs) : After the completion of this course, students will be able to:-

CO1: Understand the fundamental principles and concepts of industrial and labor law.

CO2: Analyze and interpret labor laws and regulations, including employment contracts, working conditions, and labor rights.

CO3: Apply legal frameworks and provisions to resolve labor-related disputes and conflicts in the workplace.

CO4: Evaluate and ensure compliance with industrial and labor laws to protect the rights and interests of employees and employers.

CO5: Develop strategies for effective labor relations and human resource management, considering legal requirements and obligations.

Unit - 1:

Introduction to Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of Industrial Relations; Parties involved in Industrial Relations.

Unit - 2:

Trade Unionism: Origin and growth of trade unions; Trade unions after independence; Concept, objectives, and functions of trade unions; Role of trade unions in collective bargaining; Challenges and issues faced by trade unions.

Unit - 3:

Workers' Participation in Management: Meaning and significance of workers' participation in management; Collective bargaining: meaning, nature, and methods; Role of the International Labor Organization (ILO) in industrial relations; Tripartite approach in industrial relations: involvement of government, employers, and workers

Unit - 4:

Overview of Labor Legislation: Payment of Wages Act; Workmen's Compensation Act; Importance provisions of the Employees' State Insurance Act; Employees' Provident Fund Act; Maternity Benefit Act.

Unit 5:

The Payment of Gratuity Act, 1972: Overview and importance of the Payment of Gratuity Act, 1972; Key provisions and entitlements under the Act; Calculation and payment of gratuity; Rights and responsibilities of employers and employees under the Act; Recent developments and amendments in the Act.

Suggested Readings –

1. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). Industrial Relations, Trade Unions and Labour Legislation. Pearson Education India.
2. Bureau, L. (2004). Indian labour year book. New Delhi: Ministry of Labour and Employment, Government of India.
3. Roychowdhury, A. (2018). Labour law reforms in India: All in the name of jobs. Taylor & Francis
4. Sharma, R. K. (1997). Industrial labour in India. Atlantic Publishers & Dist.

Elective Group (D): FINANCE

Course Title: MANAGEMENT OF FINANCIAL INSTITUTION & SERVICES

Course Code: F010909T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs) : After the completion of this course, students will be able to:-

- CO1: Understand the structure, functions, and operations of financial institutions.
- CO2: Analyze and evaluate the regulatory framework and governance practices of financial institutions.
- CO3: Apply financial management techniques and strategies specific to financial institutions.
- CO4: Evaluate and manage risks associated with financial institutions, including credit risk, market risk, and operational risk.
- CO5: Develop strategies for enhancing customer service, improving customer relationships, and ensuring compliance with ethical and legal standards in financial institutions.

Unit – 1:

Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

Unit – 2:

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

Unit – 3:

Securitization: concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitization in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions; NBFCs - Their status, types, working and strategies for commercial viability; Insurance organizations- Their status, types, working and strategies for commercial viability.

Unit – 4:

Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

Unit – 5:

Concept, Types Significance of Mutual Funds, NAV, Evolution & Growth of Mutual Funds, Role of Registrar, Underwriter according to SEBI guidelines.

Suggested Readings -

1. Fabozzi - Foundations of Financial Markets and Institutions (3 rd Edition)
2. Parameswaran- Fundamentals of Financial Instruments (Wiley India)
3. Khan M Y - Financial Services (Tata McGraw Hill)
4. Machiraju H R - Indian Financial System (Vikas Publishing House)
5. Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill)
6. Srivastava, R.M&Nigam Divya - Management of Financial Institutions (Himalaya)
7. Gurusamy R - Financial Services & Markets (Thomson)

Course Title: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: F010910T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs) : After the completion of this course, students will be able to:-

CO1: Understand the concepts and theories of security analysis and portfolio management.

CO2: Apply analytical tools and techniques to assess the value and risk of individual securities.

CO3: Design and manage investment portfolios based on financial goals, risk tolerance, and market conditions.

CO4: Evaluate and interpret market trends, economic indicators, and company-specific factors to make informed investment decisions.

CO5: Develop strategies for portfolio optimization, asset allocation, and risk diversification to achieve desired investment outcomes.

Unit – 1:

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection, Saving, investment, speculation. Type of investors, Aim & Approaches of security analysis.

Unit – 2:

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, measurement of systematic risk. Fundamental Analysis: Economic, Industry, Company Analysis, Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis.

Unit – 3:

Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. Valuation of Derivatives(Options and futures): concept, trading, valuation.

Unit – 4:

Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

Unit – 5:

Portfolio Management and Performance Evaluation: Performance evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

Suggested Readings -

1. Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2st Ed.)
2. Chandra P - Investment Analysis and Portfolio Management (Tata McGraw Hill, 2008)
3. Bhatt - Security Analysis and Portfolio Management (Excel Books)
4. 5)Pandian P - Security Analysis and Portfolio Management (Vikas Publishing House)
5. 6) Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH)

Elective Group (E): Operation & Supply Chain Management

Course Title: PROJECT MANAGEMENT
Course Code: F010911T
Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After completing this course, students should have developed a clear understanding of :-

- CO1: Evaluate and identify project management .
- CO2: To demonstrate perspectives used in project planning .
- CO3: Able to understand impact technical and financial study on a project .
- CO4: To understand and evaluate the working capital, cost benefit analysis of a project and the investment decision .
- CO5: Able to identify key concept related to project risk , project evaluation , project assessment .

Unit – 1:

Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.

Unit – 2:

Project identification: Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index.

Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.

Unit – 3:

Technical Analysis: selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts.

Financial Estimation: Project cost, source of finance, cost of production.

Unit – 4:

Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability. Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

Unit – 5:

Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach, Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.

Suggested Readings :

1. Chaturvedi&Jauhari-Project Management (Himalaya Publishing)
2. Chandra Prasanna - Project:Preparation, Appraisal, Budgeting and Implementation. (TMH)
3. Mishra - Project Management (Excel Books)
4. Goyal BB – Project Management: A Development Perspective (Deep & Deep)
5. Gopalan- Project Management Core Text Book (Wiley)

Course Title: DISTRIBUTION CHANNEL AND CONFLICT MANAGEMENT

Course Code: F010912T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After completion of this course, students will be able to:-

- CO1: Understand the role and importance of distribution channels in marketing.
- CO2: Analyze and evaluate different distribution channel options and strategies.
- CO3: Identify and manage conflicts that may arise within distribution channels.
- CO4: Develop effective negotiation and conflict resolution skills in the context of distribution channels.
- CO5: Design and implement strategies to optimize the performance and effectiveness of distribution channels.

Unit - 1:

Introduction to Distribution Channels : Overview of distribution channels and their importance in marketing; Types of distribution channels (direct, indirect, multi-channel); Channel functions and intermediaries; Channel design and selection

Unit - 2:

Channel Structure and Management : Evaluating and selecting channel partners; Managing channel relationships; Channel coordination and integration; Channel performance measurement and evaluation

Unit - 3:

Channel Strategies and Tactics: Developing channel strategies for market penetration and expansion; Channel segmentation and targeting; Channel branding and positioning; Channel pricing and promotion strategies

Unit - 4:

Conflict in Distribution Channels: Understanding channel conflict and its causes; Types of channel conflict (horizontal, vertical, inter-channel); Impact of conflict on channel relationships and performance; Conflict resolution strategies and techniques

Unit - 5:

Managing Channel Relationships and Collaboration: Building and maintaining effective channel relationships; Enhancing channel partner collaboration and cooperation; Managing conflicts through negotiation and mediation; Strategies for managing power and control in distribution channels; Emerging trends and challenges in distribution channel management

Suggested Readings –

1. Coughlan, A. T. (2007). Marketing channels. Pearson Education India.
 2. Holla, K., Ristvej, J., & Titko, M. (Eds.). (2018). Crisis management: Theory and practice. BoD– Books on Demand.
 3. Roche, W. K., Teague, P., & Colvin, A. J. (Eds.). (2014). The Oxford handbook of conflict management in organizations. Oxford Handbooks.
- Dent, J. (2011). Distribution channels: Understanding and managing channels to market. Kogan Page Publishers.

Elective Group (F): Agriculture Business Management

Course Title: AGRICULTURAL MARKETING

Course Code: F010913T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After the completion of this course, students will be able to:-

- CO1: Understand the fundamental principles and concepts of agricultural marketing.
- CO2: Apply marketing strategies and techniques specific to the agricultural industry.
- CO3: Analyze and evaluate market trends and consumer behavior in the agricultural sector.
- CO4: Develop effective marketing plans for agricultural products and services.
- CO5: Assess and adapt marketing strategies to meet the challenges and opportunities in the agricultural market.

Unit – 1:

Principles of Marketing : Definition of market and marketing, evolution of marketing in India, scope, importance and need of agricultural marketing and markets, classification of markets, difference of agricultural marketing with other commodities marketing.

Unit – 2:

Marketing Functions : Main marketing function from original producers to ultimate consumer; Assembling, pooling, collection, processing, Distribution, Secondary Functions-Buying, selling, storage, transportation, standardization and grading, packaging, financing, Risk bearing, Market information.

Unit – 3:

Market functionaries: From Procedure to Consumer, Whole seller, Retailer, Broker, Commission agent, Speculators Processors, Financing institutions, need for and importance of intermediaries.

Unit – 4:

Cooperative Marketing: Need for cooperative marketing, organization of Co-operative marketing and its functions, cooperative marketing and private marketing institution, linking credit with cooperative marketing.

Unit – 5:

Marketing of various agricultural products in India with special reference to: (i) Cereals (ii) Fruit and Vegetables (iii) Milk and Milk Products.

Suggested Reading –

1. S.S.Acharya & N.L. Agarwala, Agricultural Marketing in India - Oxford and IBH Publications
2. K.S. Habeeb - Ur - Rahman Rural Marketing in India - Himalaya publishing
3. S.S. Chinna Agricultural Marketing in India - KALYANI publishers
4. Publications of National Institute of Agricultural Marketing, Odisha

Course Title: FOOD TECHNOLOGY AND PROCESSING MANAGEMENT

Course Code: F010914T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After the completion of this course, students will be able to:-

- CO1: Demonstrate knowledge of food science principles.
- CO2: Apply food processing techniques.
- CO3: Evaluate food product quality.
- CO4: Understand food regulations and safety standards.
- CO5: Develop effective food product development strategies.

Unit - 1:

Introduction to Food Technology and Processing Management: Overview of food technology and processing management; Importance of food technology in the food industry; Food safety and quality management systems; Regulations and standards in the food industry.

Unit 2:

Food Processing Techniques and Technologies: Principles and practices of food processing; Food preservation techniques (e.g., canning, freezing, drying); Thermal processing and pasteurization; Food packaging and labeling; Emerging food processing technologies.

Unit 3:

Quality Control and Assurance in Food Processing: Quality control principles and techniques; Quality assurance systems in food processing; Hazard Analysis and Critical Control Points (HACCP); Food product testing and analysis; Food safety and regulatory compliance.

Unit 4:

Supply Chain Management in Food Processing: Overview of food supply chains; Procurement and sourcing of raw materials; Inventory management in food processing; Distribution and logistics in the food industry; Sustainable practices in food supply chains.

Unit 5:

Innovation and New Product Development in Food Technology: Product development process in the food industry; Market research and consumer insights; Food product innovation and differentiation; Packaging innovation and design; Managing product launches and commercialization.

Suggested Readings -

1. Fellows, P. J. (2022). Food processing technology: principles and practice. Woodhead publishing.
2. Vaclavik, V. A., Christian, E. W., & Campbell, T. (2008). Essentials of food science (Vol. 42). New York: Springer.
3. Barbosa-Cánovas, G. V., Tapia, M. S., & Cano, M. P. (Eds.). (2004). Novel food processing technologies. CRC press.
4. Wang, L. K., Hung, Y. T., Lo, H. H., & Yapijakis, C. (Eds.). (2005). Waste treatment in the food processing industry. CRC press.
5. Bourlakis, M. A., & Weightman, P. W. (Eds.). (2008). Food supply chain management. John Wiley & Sons.

L	T	P	C.U.
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Course Title: SUMMER INTERNSHIP REPORT & VIVA

0	1	6	4
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Course Code: F010915R

Max. Marks: 100(P)

Course Outcomes (COs): After completion of this course, students will be able to:-

- CO1: Apply theoretical knowledge and skills acquired during the MBA program to real-world business scenarios encountered during the summer internship.
- CO2: Demonstrate effective communication skills by preparing a comprehensive and well-structured internship report that clearly presents the internship activities, projects, and outcomes.
- CO3: Apply critical thinking and problem-solving skills to analyze and evaluate the internship experience, identifying strengths, weaknesses, challenges, and areas for improvement.
- CO4: Reflect on personal and professional growth achieved during the internship, identifying valuable lessons, skills developed, and areas for further development.
- CO5: Present and defend the internship report and findings in a viva voce examination, showcasing the ability to articulate ideas, respond to questions, and provide clear justifications for the internship outcomes and recommendations.

Course Description: The MBA Summer Internship Report and Viva course is designed to provide students with an opportunity to apply their knowledge and skills acquired throughout the MBA program in a real-world business setting. The course emphasizes practical learning, professional development, and reflective analysis of the internship experience. Students are required to complete an internship during the summer break and prepare a comprehensive report documenting their internship activities and outcomes. Additionally, students will participate in a viva voce examination to orally present and defend their internship findings.

Course Objectives:

1. Apply theoretical knowledge and skills gained in the MBA program to practical business situations.
2. Gain hands-on experience in a professional work environment and develop industry-specific skills.
3. Demonstrate effective communication, problem-solving, and critical thinking skills in the internship setting.
4. Reflect on the internship experience and identify areas for personal and professional growth.
5. Present and defend the internship report and findings in a viva voce examination.

Course Components:

1. Internship Placement: Students are responsible for securing an internship position with an approved organization or company during the summer break.
2. Internship Report: Students are required to prepare a comprehensive report documenting their internship activities, projects, and outcomes. The report should include an introduction, objectives, methodology, analysis, conclusions, and recommendations.
3. Viva Voce Examination: Students will participate in an oral examination (viva voce) where they will present and defend their internship findings before a panel of faculty members.

Assessment Methods:

- Internship Report Evaluation: The internship report will be assessed based on the quality of content, analysis, organization, and presentation.
- Viva Voce Examination: The viva voce examination will assess the student's ability to effectively communicate and defend their internship findings.

Semester X

Course Title: HUMAN VALUES & PROFESSIONAL ETHICS

Course Code: F011001T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs) : After completion of the course, the students will be able to -

- CO 1: Develop an understanding of the importance of human values and ethical behavior in professional contexts.
- CO 2: Apply ethical theories and frameworks to analyze and address ethical dilemmas and conflicts of interest in professional decision-making.
- CO 3: Demonstrate integrity and responsibility in professional conduct, including upholding ethical standards and codes of ethics.
- CO 4: Exhibit respect for diversity, cultural sensitivity, and fairness in professional interactions and decision-making processes.
- CO 5: Recognize the significance of trust, transparency, and accountability in building and maintaining professional relationships with stakeholders.

Unit – 1:

Indian Knowledge System (IKS): Introduction, Meaning; Ethos; Law of Karma, Nishkama Karma, Ethics and Indian Music; Yoga and its importance; Indian poetry; Community engagement; Prosperity of World.

Unit – 2:

Human Values and Ethics ; Meaning and Importance; Knowing the Self and the universal values; Self Enquiry and Self Discovery; Deep Listening; Self Identity; Distinguish ideology, perspectives beliefs from embodying values

Unit – 3:

Introduction to Human Values and Ethics : Concept of human values and their relevance in professional settings; Ethical theories and frameworks for decision-making; Ethical dilemmas and conflicts of interest; Ethics in the workplace and the role of professional ethics

Unit – 4:

Respect and Fairness : Respect for diversity and cultural sensitivity in professional interactions; Fairness in decision-making and resource allocation; Ethics in hiring, promotion, and performance evaluation; Addressing biases and prejudices in the workplace.

Unit – 5:

Social Responsibility and Sustainability : Corporate social responsibility and its impact on society and the environment; Ethical considerations in business practices, such as supply chain management and product development; Sustainable business practices and the triple bottom line (people, planet, profit); Ethical decision-making in the face of social and environmental challenges.

Suggested Reading -

1. Naagarazan, R. S. (2007). A textbook on professional ethics and human values. New Age International.
2. Govindarajan, M., Natarajan, S., & Senthilkumar, V. S. (2013). Professional Ethics and Human Values. PHI Learning Pvt. Ltd..
3. Gogate, S. B. (2011). Human values and professional ethics. Vikas Publishing House.
4. Bronowski, J. (2011). Science and human values. Faber & Faber.
5. Christians, C. G., & Traber, M. (Eds.). (1997). Communication ethics and universal values. Sage publications.
6. Gaur, R. R., Sangal, R., & Bagaria, G. P. (2010). A Foundation Course in Human Values and Professionals Ethics. Excel Books India.
7. Inglehart, R. F., Basanez, M., & Moreno, A. (1998). Human values and beliefs: A cross-cultural sourcebook. University of Michigan Press.

Course Title: EXPORT AND IMPORT MANAGEMENT
Course Code: F011002T
Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes: After completion of this course, students will be able to:-

- CO1: To apprise them of the export and import documentation procedures and its sanctity in export and import management.
- CO2: To explain the concepts in export and import business with respect to foreign trade.
- CO3: To apply concepts, principles and theories to simple export and import business situations.
- CO4: To apply the current business phenomenon and to evaluate the export import business environment in terms of economic, social and legal aspects.
- CO5: To analyze the principle of international business and export and import strategies adopted by firms to expand globally.

Unit - 1:

Import-Export Management: Introduction; Concept Key Feature; Foreign Trade – Institutional Framework and Basics; Trade Policy; Foreign Trade; Simplification of Document; Exporting; Importing Counter Trade; the Promise and Pitfall of Exporting; Improving Export Performance; Counter Trade.

Unit - 2:

Trade Barrier- Definition and Components of Trade Barrier, Objectives of Trade Barrier. Non-Tariff barriers; Government Participation in Trade; Quota; Avalere Duty; Specific Duties and their Differences.

Unit - 3:

Export Pricing - Factors determining export price, Export pricing objectives, Export pricing quotations, Marginal cost pricing, Break even pricing, Export pricing strategies; Export Finance - Types of export finance, Features of pre shipment and post-shipment finance, Methods of payment, Role of commercial banks and EXIM banks in export finance, Role of ECGC in export cover.

Unit - 4:

Processing of Export Order; Nature and Format of Export Order; Examination and Confirmation of Export Order; Manufacturing or Procuring Goods; Central Excise Clearance; Pre Shipment Inspection; Appointment of Clearing and Forwarding Agents; Transportation of Goods to Port of Shipment; Port Formalities and Customs Clearance; Dispatch of Documents by Forwarding Agent to the Exporter; Certificate of Origin and Shipment Advice; Presentation of Documents to Bank; Claiming Export Incentives; Excise Rebate; Duty Drawback.

Unit - 5:

Import Export Documentation - Introduction, Freight Forwarder's Powers of Attorney, Bill of Lading, Certificates of Origin, Letter of Credit; Air and Sea Shipments – Procedure, Liner Freight, Containerization, Cargo claims.

Suggested Readings -

1. Export Management – P. K. Khurana – Galgotia Publishing Company, New Delhi.
2. Export Management – T. A. S. Balagopal – Himalaya Publishing House, Mumbai.
3. Export Management – D. C. Kapoor – Vikas Publishing House Pvt. Ltd., New Delhi.
4. Export Management – Francis Cheruulilam – Himalaya Publishing House, Mumbai.
5. Cherunilam, F, (2012) International Business. Finance India, 13(3), 985-986.
6. Dunning, J. H. (2012). International production and the multinational Enterprise (RLE international business). Routledge.

Elective Group (A): INTERNATIONAL BUSINESS

Course Title: INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: F011003T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs) : After the completion of this course, students will be able to:-

- CO1: Analyze and evaluate the impact of exchange rate fluctuations on international financial decision-making.
- CO2: Apply financial models and techniques to assess international investment opportunities.
- CO3: Understand and analyze the role of international financial institutions in the global economy.
- CO4: Evaluate the impact of international financial markets on multinational corporations and global financial systems.
- CO5: Develop a comprehensive understanding of foreign direct investment (FDI) and their economic role.

Unit - 1:

Introduction to International Finance: International Financial Environment: Overview, Nature and Scope of International Finance Evolution of international financial system—gold standard, Breton woods standard, floating exchange rate; International Finance Management VS Domestic Financial Management.

Unit - 2:

International Financial Markets: Eurocurrency market, international bond market, international equity market, international money market.

Unit - 3:

International Financial Institutions: IMF, Bank for International Settlements; international banking-euro bank, types of banking
offices-correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank.

Unit - 4:

International Financial Instruments: Introduction to International Financial Instruments Types of International Financial -Euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs.

Unit - 5:

Multinational Corporate Decisions in Global Market: Foreign investment decision-Foreign direct investment (FDI)—motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India. FII's Definition, role of FII's, Different Between FDI&FII.

Suggested Readings –

1. VyuptakeshSharan - International Financial Management- _PHC
2. P.G.Apte- International Financial Management - Tata McGraw Hill- New Delhi
3. Jeff Madura- International Financial Management -Cengage Learning
4. Eun&Resnic- International Financial Management – Mac Graw Hill
5. Alan C Shapiro – Multinational Financial Management - John Wiley and Sons Ltd
6. ThummuluriSiddiah – International Financial Management – Pearson India

Course Title: FOREIGN TRADE POLICY & MANAGEMENT

L	T	P	C.U.
3	1	0	4

Course Code: F011004T

Max. Marks: 25+75=100

Course Outcomes (COs) : After the completion of this course, students will be able to:-

- CO1: Understand the principles and framework of foreign trade policy and its impact on international trade.
- CO2: Analyze and interpret global trade patterns, tariffs, trade agreements, and trade barriers affecting international business.
- CO3: Evaluate the role of government policies and regulations in shaping foreign trade and their impact on business operations.
- CO4: Develop strategies for managing international trade risks, including exchange rate fluctuations, political instability, and trade disputes.
- CO5: Apply trade management techniques and practices to optimize international trade operations, including import-export procedures, logistics, documentation, and compliance with international trade regulations.

Unit – 1:

International Trade: Reasons for international trade: Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.

Unit – 2:

Instruments of Commercial Policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.

Unit – 3 :

Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and diversion effects.

Unit – 4 :

India's Foreign Trade and Investments: Pattern and structure of India's foreign trade; Terms of trade; Foreign investment flows; India's balance of payments account; Current foreign trade policy.

Unit – 5:

Foreign Trade Policy: Exim Policy & Handbook of Procedures, Export Promotion Capital Goods Scheme,

Duty Exemption Scheme, License/Duty Remission, EPZ&EOU's, Special Economic Zones, Deemed Exports, Baggage Rules, Export Incentives, Inco terms & UCPDC and Coding System.

Suggested Readings:

1. Economic Survey, Govt. of India.
2. Export-import Policy and Other Documents, Govt. of India.
3. Hazari, R. Bharat, Micro Economic Foundations of International Trade, Croom Helm, London and Sydney.
4. Letiche, John M., International Economics: Policies and Theoretical Foundations, Academic Press, New York.
5. Mannur, H.G., International Economics, 2nd ed., Vikas Publishing House, New Delhi, 1999.
6. Salvatore, D., International Economics, John Wiley & Sons, 2001.
7. Sodersten, B.O., International Economics, 2nd ed., McMillan, London

Elective Group (B): MARKETING MANAGEMENT

Course Title: INTERNATIONAL MARKETING

L	T	P	C.U.
3	1	0	4

Course Code:F011005T

Max. Marks: 25+75=100

Course Outcomes (COs) : After the completion of this course, students will be able to:-

CO1: Understand the concepts and theories of international marketing and its importance in a globalized business environment.

CO2: Analyze and evaluate global market trends, cultural differences, and consumer behavior in international markets.

CO3: Develop effective international marketing strategies and plans to enter and compete in foreign markets.

CO4: Apply market research and analysis techniques to identify and evaluate international market opportunities and challenges.

CO5: Design and implement marketing campaigns tailored to specific international markets, considering factors such as localization, product adaptation, pricing strategies, and distribution channels

Unit – 1:

International Marketing: Definition, Scope, Importance, Challenges, International Trade theories, Reasons for going international, International market segmentation and positioning, International market; Entry strategies– Exporting, licensing, joint venture, Merger and Acquisition, Wholly owned subsidiaries, Strategic Alliances and Contract manufacturing.

Unit – 2 :

International Marketing Environment: Political, Legal, Environmental, Socio Cultural and Technological environment, Country Risk Analysis, International Economic Environment: IMF, WTO, International Trade Barriers: Tariff and Non-Tariff Regional Blocks: European Union, BRICS, NAFTA, SAARC, ASEAN, MERCOSUR, International Marketing Research, Selection of export markets.

Unit – 3:

Direction & composition of Indian exports, Indian export and import policy export promotion organizations, export, incentives, producing for exports, export quality control; export finance, shipment and procedures thereof, Export documents.

Unit – 4:

Processing of an export order, organization and structure of export and import houses; International

product policy: Product standardization & adaptation, international, product mix, International product life cycle, new product development, exports packaging,

Unit – 5:

International pricing policy: Factors influencing selection of pricing policies, international pricing strategies; International distribution policy: Factors influencing selection of international distribution channels, types of international distribution channels, role of internet in international distribution; International communication policy: communication strategies in international marketing, international promotion mix.

Suggested Readings:

1. Onkvisit S. & Shaw, J., International Marketing: Analysis & Strategy, Pearson Education
2. Cherunilam F., International Trade & Export Management, Himalaya Publishing
3. Cateora & Graham, International Marketing, McGraw Hill.
4. Keegan, Global Marketing Management, Pearson Education Asia.
5. Daniels, J., International Business, Pearson Education.
6. Cherunilam, International Marketing, Himalaya Publishing.

Course Title: SALES AND RETAIL MARKETING

Course Code: F011006T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs) : After the completion of this course, students will be able to:-

CO1: Understand the principles and concepts of sales and retail marketing in the context of the retail industry.

CO2: Apply effective sales techniques and strategies to drive revenue and achieve sales targets.

CO3: Analyze and evaluate retail market trends, consumer behavior, and competitive dynamics to develop effective retail marketing strategies.

CO4: Design and implement retail merchandising strategies to optimize product placement, pricing, and promotion for increased sales.

CO5: Evaluate and implement customer relationship management strategies to enhance customer loyalty, retention, and satisfaction in the retail sector.

Unit – 1:

Sales: Introduction, Meaning, Sales vs Marketing, Scope and Role of Sales; Sales Promotion : Scope and role of sale promotion, objective of sales promotion; sales promotion techniques – trade oriented and consumer oriented.

Unit – 2:

Sales Promotion Campaign, Sales promotion, Requirement identification, designing of sales promotion campaign, involvement of salesmen and dealers, out sourcing sales promotion, national and international promotion strategies, online sales promotions.

Unit – 3:

Retailing : Introduction, Definition, Scope, Evolution, Types, Trends and Advantages of retailing; Retail purchasing and pricing; Purchase management:- Merchandise purchasing, open to buy planning; Pricing strategies:-every day pricing, competitive based pricing, price skimming, market-oriented pricing, marginal cost pricing; Retail price strategies: - mark-up pricing, vendor pricing, competitive pricing, psychological pricing.

Unit – 4:

Retail marketing and promotion: Nature and scope:-relationship marketing, market strategies, retail research Understanding the retail customer:- retail market, population analysis, demographic analysis, consumer behavior Retail promotion Mix: - Retail promotion programme, retail advertising media.

Unit – 5:

Retailing in India: Evolution and trends in organised retailing, Indian organised retail market, FDI in Indian organised retail sector, retail scenario in India, future trends of retail in India; Ethical and legal issues in Retailing: Dealing with ethical issues, social responsibility, environmental orientation.

Suggested Readings -

1. Kenneth Clow. Donald Baack, “Integrated Advertisements, Promotion and Marketing communication”, Prentice Hall of India, New Delhi, 2003.
2. S.H.H.Kazmi, Satish K Batra, “Advertising & Sales Promotion”, Excel Books, New Delhi, 2001.
3. George E Belch, Michel A Belch, “Advertising & Promotion”, McGraw Hill, Singapore, 1998.
4. Julian Cummings, “Sales Promotion”, Kogan Page, London 1998.
5. E.Betch and Michael, Advertising and Promotion, MC. Graw Hill.

Elective Group (C): HUMAN RESOURCE MANAGEMENT

Course Title: TEAM MANAGEMENT AND LEADERSHIP

Course Code: F011007T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs) : After the completion of this course, students will be able to:-

CO1: Understand the principles and theories of team management and leadership.

CO2: Apply effective leadership strategies and techniques to motivate and guide teams towards achieving organizational goals.

CO3: Analyze and evaluate team dynamics, including communication, collaboration, and conflict resolution.

CO4: Develop strategies for building and managing high-performing teams, including team formation, delegation, and performance evaluation.

CO5: Assess and enhance personal leadership skills and capabilities to effectively lead and inspire teams.

Unit - 1:

Introduction to Team Management and Leadership: concept and importance of team management and leadership; Differentiating between management and leadership roles; Exploring the characteristics and skills of effective team leaders

Unit - 2:

Building and Developing High-Performing Teams: Team formation and development stages, Establishing team goals, roles, and responsibilities; Building team cohesion and trust; Strategies for effective team communication and collaboration; Techniques for resolving conflicts and promoting teamwork

Unit - 3:

Leadership Styles and Approaches : Different leadership styles (e.g., autocratic, democratic, transformational, servant leadership); Assessing personal leadership style and its impact on team dynamics; Empowering team members and fostering their growth and development

Unit - 4:

Motivating and Engaging Teams: Understanding the principles of motivation and its impact on team performance; Identifying individual and team motivators; Applying motivational theories and techniques to inspire and engage team members; Recognizing and rewarding team achievements; Promoting a positive and inclusive team culture

Unit - 5:

Leading Change and Managing Challenges; Leading and managing organizational change; Overcoming resistance to change within teams; Managing team dynamics during challenging times; Problem-solving and decision-making techniques for team leaders; Ethical considerations in team management and leadership

Suggested Readings

1. Belbin, R. M. (2012). Team roles at work. Routledge.
2. Lewis, J. P. (1998). Team-based project management. Beard Books.
3. Griffin, R. (2005). Management. Dreamtech Press.
4. Keating, C. J. (1982). The leadership book. Paulist press.
5. MacArthur, J. F. (2006). The book on leadership. Thomas Nelson.
6. Rost, J. C. (1991). Leadership for the twenty-first century. Greenwood Publishing Group.

Course Title: PERFORMANCE AND COMPENSATION MANAGEMENT

Course Code: F011008T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs) : After the completion of this course, students will be able to:-

- CO1: Understand the principles and concepts of performance and compensation management.
- CO2: Analyze and evaluate performance management systems, including performance appraisal methods and performance measurement tools.
- CO3: Develop effective performance management strategies to align individual and organizational goals, and to improve employee performance and productivity.
- CO4: Evaluate and design compensation and reward systems that are fair, competitive, and aligned with organizational objectives.
- CO5: Assess and implement strategies for managing employee compensation, benefits, and incentives to attract, retain, and motivate talented employees.

Unit – 1:

Introduction - Concept, Performance appraisal to performance development; Objectives of performance management system; Aligning Performance Management with Organizational Strategy, Values, and Goals; Performance planning, Process and Documentation of Performance appraisal.

Unit – 2:

Performance Analysis & Assessment, 360 degree method, Appraisal Interview; e-PMS; Reward systems; Performance Coaching, Mentoring and Counselling; Ethical perspectives in performance appraisal.

Unit – 3:

Job Evaluation: Introduction, Methods, Wage policy, Wage Components, Wage determination, Pay Grades, Wage Surveys, Modern trends in compensation from wage and salary to cost to company concept, Comparable worth, broad-banding, competency based pay.

Unit – 4:

Incentives plans for production employees and for other professionals, developing effective incentive plans, pay for performance; Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits, Benefits and Incentive practices in Indian industry.

Unit – 5:

Wages in India: Minimum wage, fair wage and living wage; Methods of state regulation of wages; Wage differentials and national wage policy, Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity, Special compensation situations: International compensation-managing variations, Expatriate Pay.

Suggested Readings:

1. Richard Henderson. Compensation management in a knowledge based world. Prentice Hall.
1. Milkovich and Newman. Compensation. McGraw Hill.
2. Bhattacharyya, D.K. Performance management systems and strategies. Pearson Education
3. Dessler, Gary, —Human Resource Management, New Delhi, Pearson Education Asia.
4. Durai, Pravin, —Human Resource Management, New Delhi, Pearson.
5. Mathis, Robert L. and Jackson, John H., —Human Resource Management, New Delhi, Thomson.
6. Gomez, Meja, Balkin, Cardy, —Managing Human Resources, New Delhi, Pearson Education.
7. Mamoria and Rao, —Personnel Management, New Delhi, Himalaya Publishing House.

Elective Group (D): FINANCE

Course Title: TAX PLANNING & MANAGEMENT

L	T	P	C.U.
3	1	0	4

Course Code:F011009T

Max. Marks: 25+75=100

Course Outcomes (COs) : After the completion of this course, students will be able to:-

CO1: Understand the principles and concepts of tax planning and management.

CO2: Apply tax laws and regulations to optimize tax planning strategies for individuals and businesses.

CO3: Analyze and evaluate tax implications and consequences of financial decisions and transactions.

CO4: Develop effective tax planning strategies to minimize tax liabilities while ensuring compliance with tax laws.

CO5: Evaluate and implement strategies for tax management and reporting, including tax audits, tax optimization, and tax risk management.

Unit - 1

Introduction to Income Tax: *Meaning of Tax, Kinds of Tax, Income Tax Act 1961- Meaning of Income Tax: An overview, important terms, concepts of income, Residential status and tax liability, Exempted Incomes.*

Unit - 2

Income from Salaries: Basic Practical problems.

Income from House Property: Annual value, Deduction. U/s24, Basic Numerical Problems

Unit - 3

Profit and Gains of a business and profession, Practical problems

Capital gains(Deduction u/s54,54B,54D,54EC,54F,54G,54GA)

Unit - 4

Income from other sources: Practical Problems.

Total Income: Deduction from gross taxable income.

Unit -5

Concept of Tax Planning; Tax Avoidance and Tax Evasion; Corporate Taxation: Meaning, Scope & Features; Tax Provisions Relating to Free Trade Zones, Special Economic Zones; Clubbing of incomes, Set-off and carry forward of losses.

Suggested Readings:

1. Hariharan, Income tax, Tata McGraw Hill Education
2. Lal, Income tax, Pearson Education
3. Income Tax, Dr. Vinod Kr. Singhania/Dr. Monica Singhania, Taxman Publications
4. Income Tax, Dr. H. C. Mehrotra & Dr. S. P. Goyal, Sahitya Bhawan Publications
5. Insight into Income Tax, Kausal Kumar Agrawal.

Course Title: INTERNATIONAL FINANCE

Course Code: F011010T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs) : After the completion of this course, students will be able to:-

CO1: Understand the concepts and theories of international finance and banking.

CO2: Analyze and evaluate the global financial system, including international markets, institutions, and regulations.

CO3: Apply financial management techniques in an international context, including foreign exchange risk management, international investment, and capital budgeting.

CO4: Evaluate the role of multinational corporations and financial institutions in the global economy.

CO5: Develop strategies for managing financial risks and challenges associated with international business operations and cross-border transactions.

Unit – 1:

Globalization and Trade: *International Finance, International trade, Challenges of international finance, Globalization and emerging trends of trade.*

Unit – 2:

International Flow of Funds - Balance of Payments (BoP), *Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows.*

Unit – 3:

Regional Development Banks: *Origin, Function and objectives of regional development banks, Asian Development Bank, African Development Bank, Council of European Development Bank and Inter-American Development Bank.*

Unit – 4:

Multinational Development Bank: *World Bank, European Investment Bank (EIB), Islamic Development Bank (IsDB), Asian Development Bank (ADB), European Bank for Reconstruction and Development (EBRD), Development Bank of Latin America (CAF), African Development Bank (AfDB), New Development Bank (NDB), Asian Infrastructure Investment Bank (AIIB).*

Unit – 5:

Contemporary Issues in International Finance: *Contemporary issues in international finance such as global imbalances, the euro zone crisis, the future of PIIGS economies, the growth of BRICS economies, the race of yuan to become the reserve currency by 2015 and sovereign wealth funds.*

Suggested Readings:

1. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004.
2. Alan C. Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004
3. Jeff Madura, International Financial Management, 6th edition, Thomson Publications.
4. Maurice D. Levi, International Finance, 3rd edition, Tata McGraw-Hill, New Delhi, 2003.
5. S. Eun Cho and Risnick Bruce, International Financial Management, Tata McGraw Hill, 2001.
6. David K. Eiteman, Arthur I. Stonehill and Michael H. Moffeth, Multinational Business Finance, 10th edition,

Pearson Education 2004.

7. P.KJain, Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan Publishers

Elective Group (E): Operation & Supply Chain Management

Course Title: TOTAL QUALITY MANAGEMENT

Course Code: F011011T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After completion of this course, students will be able to:-

CO1: Understand the principles and concepts of total quality management (TQM) in various industries.

CO2: Apply TQM tools and techniques to improve processes and enhance product/service quality.

CO3: Analyze and interpret data to measure and monitor quality performance.

CO4: Design and implement quality control systems and processes to ensure continuous improvement.

CO5: Develop strategies to foster a culture of quality and customer focus within an organization.

Unit – 1:

Introduction to QM: Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

Unit – 2:

Principles of QM: Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio; Concepts of Quality circle, Japanese 5S principles and 8D methodology.

Unit – 3:

Statistical Process Control and Process Capability: Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed; Process capability – meaning, significance and measurement – Six sigma concepts of process capability; Reliability concepts- definitions, reliability in series and parallel, product life characteristics curve; Total productive maintenance (TMP) – relevance to TQM.

Unit – 4:

Tools and Techniques for QM: Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools.

Unit – 5:

Quality Systems Organizing and Implementation: Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

Suggested Readings -

1. Dale H. Besterfield et al, Total Quality Management, Third edition, Pearson Education
2. ShridharaBhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.
3. V.SBagad, Total Quality Management, Technical Publications, First Edition, Jan 2008
4. S. Rajaram, Total Quality Management by Dreamtech Press, First Edition, Jan 2008
4. N.V.R Naidu, G. Rajendra, Total Quality Management, New Age international, Jan 2006

L	T	P	C.U.
3	1	0	4

Course Title: LOGISTIC & SUPPLY CHAIN MANAGEMENT

Course Code:F011012T

Max. Marks: 25+75=100

Course Outcomes: After completion of this course, students will be able to:-

- CO1: Understand the fundamental principles and concepts of logistics and supply chain management.
- CO2: Apply logistics and supply chain management strategies to improve operational efficiency and effectiveness.
- CO3: Analyze and evaluate different components of the supply chain, including procurement, transportation, warehousing, and inventory management.
- CO4: Design and implement logistics and supply chain processes to optimize overall performance and customer satisfaction.
- CO5: Identify and mitigate risks in the supply chain and develop strategies for supply chain resilience and sustainability.

Unit – 1:

Logistics: Definition, Evolution, Concept, Components, Importance, Objectives; Logistic Subsystem; The work of Logistics; Integrated Logistics; Barrier to Internal Integration.

Unit – 2:

Warehousing: Introduction to warehousing; Warehouse functions; Warehouse types; Warehouse providing value added services; Warehouse internal operations; Warehousing equipment; Safety and security in warehouses; Future trends in warehousing.

Unit – 3:

Inventory Management and Packaging: Inventory Management: Introduction, Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kind of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking

Unit – 4:

Transportation- Functions & Principles: Multimodal Transport, Carriage By Air, Sea, Road, Rail; Types of Vessels; Freight: Definition, Rate; Freight Structure and Practice; Overview of MMTG Act, 1993; Shipping Intermediaries and Formalities.

Unit – 5:

Supply Chain Management: Concept, Definition, Physical Distribution, Generalized SC Model, Role of SC as a value driver, Basic term of SCM, Supply chain structure, Outsourcing in SCM, New opportunities in SCM.

Suggested Readings:

1. Multia Krishnaveni: Logistic Management and World Sea Borne Trade, Publisher: Himalaya Publication .
2. Donald J. Bowerson: Logistic and Supply Chain Management, Publisher: Prentice Hall of India.
3. David J. Bloomberg, Stephen LeMay &: Logistics, Prentice-Hall of India Pvt Joe B. Hanna Ltd., New Delhi, 2003.
4. Donald J. Bowersox & David J. Closs: Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi,

2004

5. Satish C. Ailawadi & Rakesh Singh: Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005.

Elective Group (F): Agriculture Business Management

Course Title: AGRIBUSINESS FINANCIAL MANAGEMENT

Course Code: F011013T

Max. Marks: 25+75=100

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After the completion of this course, students will be able to:-

CO1: Understand financial concepts and principles in the context of agribusiness.

CO2: Apply financial management tools and techniques to agribusiness operations.

CO3: Analyze and interpret financial statements and reports specific to the agribusiness sector.

CO4: Evaluate investment opportunities and make informed financial decisions in agribusiness.

CO5: Develop financial strategies and plans to optimize profitability and sustainability in agribusiness.

Unit - 1:

Introduction to Agribusiness Financial Management: Overview of agribusiness and its financial management; Understanding the unique financial challenges in the agribusiness sector; Role of financial management in agribusiness decision-making; Financial planning and budgeting in agribusiness.

Unit - 2:

Financial Analysis and Performance Measurement in Agribusiness: Financial statement analysis for agribusinesses; Ratio analysis and interpretation; Cash flow analysis and management; Performance measurement and key performance indicators (KPIs) in agribusiness.

Unit - 3:

Investment Analysis and Capital Budgeting in Agribusiness: Evaluating investment opportunities in agribusiness; Capital budgeting techniques (e.g., Net Present Value, Internal Rate of Return); Risk assessment and analysis in agribusiness investments; Sustainable investment practices in agribusiness.

Unit - 4:

Financing Strategies and Risk Management in Agribusiness; Sources of financing for agribusinesses (e.g., loans, equity); Debt and equity financing decisions in agribusiness; Managing financial risks in agribusiness (e.g., price risk, production risk); Insurance and hedging strategies for risk management in agribusiness.

Unit - 5:

Financial Planning and Control in Agribusiness: Developing and implementing financial plans in agribusiness; Cost analysis and control in agribusiness operations; Budgeting and variance analysis; Performance measurement and reporting in agribusiness; Financial decision-making and strategic planning in agribusiness.

Suggested Readings –

1. Obst, W. J., Graham, R., & Christie, G. (2007). Financial management for agribusiness. Landlinks Press.
2. Van Fleet, D., Van Fleet, E., & Seperich, G. J. (2013). Agribusiness: Principles of management. Cengage Learning.
3. Barnard, F. L., Foltz, J., Yeager, E. A., & Brewer, B. (2020). Agribusiness management. Routledge.
4. Robison, L., Hanson, S., & Black, R. J. (2020). Financial management for small businesses: financial statements & present value models. Michigan State University Libraries.

L	T	P	C.U.
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Course Title: MANAGEMENT OF AGRIBUSINESS COOPERATIVES

3	1	0	4
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Course Code:F011014T

Max. Marks: 25+75=100

Course Outcomes (COs):After the completion of this course, students will be able to:-

CO1: Understand the principles and values of cooperative management in the context of agribusiness.

CO2: Apply effective leadership and governance practices in managing agribusiness cooperatives.

CO3: Develop strategies for member engagement and participation in cooperative decision-making processes.

CO4: Apply financial and operational management techniques specific to agribusiness cooperatives.

CO5: Evaluate the performance of agribusiness cooperatives and implement strategies for continuous improvement.

Unit - 1:

Introduction to Agribusiness Cooperatives: Overview of agribusiness cooperatives and their significance; Cooperative principles and values in agribusiness; Types of agribusiness cooperatives and their organizational structures; Role of cooperatives in the agricultural value chain.

Unit - 2:

Cooperative Governance and Management: Cooperative governance models and structures; Roles and responsibilities of cooperative board of directors and management team; Cooperative bylaws and policies; Member participation and engagement in cooperative decision-making

Unit - 3:

Cooperative Financial Management: Financial planning and budgeting in agribusiness cooperatives; Cooperative accounting and financial reporting; Capital structure and financing strategies for cooperatives; Risk management and insurance in cooperative operations

Unit - 4:

Cooperative Marketing and Supply Chain Management: Cooperative marketing strategies and market analysis; Pricing and promotion in agribusiness cooperatives; Supply chain management and logistics in cooperative operations; Cooperative branding and product differentiation

Unit - 5:

Cooperative Development and Sustainability: Cooperative expansion and growth strategies; Cooperative mergers, acquisitions, and partnerships; Social and environmental sustainability in agribusiness cooperatives; Challenges and opportunities in managing agribusiness cooperatives.

Suggested Readings –

1. Seetharaman, S. P., & Shingi, P. M. (1992). Agribusiness cooperatives. Oxford.
2. Barnard, F. L., Foltz, J., Yeager, E. A., & Brewer, B. (2020). Agribusiness management. Routledge.
3. Nilsson, J., & Dijk, G. V. (1997). Strategies and structures in the Agro-food industries.
4. Beierlein, J. G., & Woolverton, M. W. (1991). Agribusiness marketing: the management perspective. Prentice-Hall, Inc.

Course Title: RESEARCH PROJECT REPORT & VIVA
Course Code: F011015R
Max. Marks: 100(P)

L	T	P	C.U.
0	1	6	4

Course Outcomes: After completion of this course, students will be able to:-

- CO1: Demonstrate a deep understanding of the chosen research topic and its relevance to the field of study.
- CO2: Apply research methodologies, data collection techniques, and data analysis methods appropriate for the research project.
- CO3: Analyze and interpret research findings, drawing meaningful conclusions and recommendations based on the results.
- CO4: Demonstrate effective written communication skills by preparing a comprehensive and well-structured research project report that presents the research problem, objectives, methodology, analysis, and conclusions.
- CO5: Participate in a comprehensive viva voce examination, where the student defends the research project, answers questions, and provides justifications for the research methodology, findings, and conclusions. The viva voce also assesses the student's ability to articulate ideas and engage in scholarly discussions related to the research topic.

Research Project Report:

The Research Project Report requires students to select a research topic within their field of specialization and carry out an in-depth investigation. The report typically follows a structured format and includes an introduction, literature review, research methodology, data analysis, findings, conclusions, and recommendations. Students are expected to demonstrate their research skills by collecting and analyzing data, drawing meaningful insights, and providing actionable recommendations. The report should adhere to academic standards, including proper referencing and citation.

Course Components:

9. Research Project Proposal: Students will develop a research proposal outlining the research problem, objectives, methodology, and expected outcomes of the research project.
10. Research Project Execution: Students will conduct the research project, follow the approved research proposal and employing appropriate research methodologies and techniques.
11. Research Project Report: Students will prepare a detailed research project report that includes an introduction, literature review, methodology, analysis, findings, conclusions, and recommendations.
12. Comprehensive Viva Voce Examination: Students will participate in an oral examination (viva voce) where they will present and defend their research project findings before a panel of faculty members.

Assessment Methods:

5. Research Project Proposal Evaluation: The research proposal will be assessed based on its clarity, coherence, and alignment with the research objectives.
6. Research Project Report Evaluation: The research project report will be assessed based on its content, organization, analysis, conclusions, and adherence to academic standards.
7. Comprehensive Viva Voce Examination: The viva voce examination will assess the student's ability to articulate and defend their research project, respond to questions, and engage in scholarly discussions related to the research topic.