

**DEPARTMENT OF MANAGEMENT
MASTERS OF BUSINESS ADMINISTRATION (ONLINE) - PPR**

**SYLLABUS OF
Masters of Business Administration**

1.0 PROGRAMME MISSION AND OBJECTIVES

The MBA Programme under the School of Commerce and Management, Assam Don Bosco University came into its existence with a mission for imparting a credible and high performing education system ensuring quality higher education with values. The MBA programme is conducted in the distance mode and is designed for the candidates aspiring to gain knowledge of business administration and inculcate the entrepreneurial skills. It seeks to develop socially and ethically responsible business leaders.

This programme is designed to help working professionals develop themselves ready to take up professional and administrative responsibilities of a manager in industrial/business sectors. Wide experience sharing by expert and experienced faculty members of industrial background will help achieving this mission

To achieve the mission, The MBA programme of Assam Don Bosco University has the following objectives:

- ⌚ i. To become an institution of preference for imparting high quality education in distance mode in order to cater to the existing needs of diverse group of the population so as to fulfil the demands of qualified business administration graduates.
- ⌚ ii. To introduce the learners to various forms of business organization and various principles of business operations.
- ⌚ iii. To develop an insight about business, industry, entrepreneurship – principles, practices, roles and responsibilities.

1.1. Programme Outcomes (POs)

On successfully completing the BBA programme the students will be able to:

PO1: Critical thinking, application, and analysis: An ability to identify, formulate, and solve managerial problems and to apply management fundamentals in practical world.

PO2: Ethics and Effective Citizenship: An ability to understand professional and ethical responsibility and also improve decision making in real life situations.

PO3: Self-directed and Life-long Learning: To inculcate self-learning and recognize the need for, and an ability to engage in life-long learning.

PO4: Innovation and Entrepreneurship: Demonstrate abilities such as initiative taking and innovative thinking in their acts. Enhancing knowledge of contemporary issues. Enhancing Entrepreneurship abilities so that the students are induced to undertake independent ventures.

PO 5. Environment and Sustainability: Understand the issues of environmental contexts and sustainable development.

PO 6. Leadership: Self-directed and Life-long Learning: Acquire the ability to engage in independent and life-long learning in the broadest context socio-technological changes

1.2. Programme Specific Outcomes (PSOs)

On successfully completing the BBA programme the students will be able to:

PSO1 (PO1, PO3): To inculcate self-learning and develop an appetite for life-long learning by ensuring the necessary critical thinking needed to identify, formulate and solve managerial problems in practice.

PSO2 (PO2, PO4) To empower students hone all-round skills and competencies and connect them to enhanced opportunities. Create socially responsible next-generation leaders committed to excellence, and equity, who can act as change agents in building a better and just society.

1.3. Mapping of Courses with POs/PSOs

Semester	Type of Course/Category	Course Names	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
1	Core Course (Theory)	Financial Management	H	M	M	M	L	M	L	M
	Core Course (Theory)	Human Resource Management	M	L	L	L	L	L	H	M
	Core Course (Theory)	Principles of Management	M	L	L	L		L	L	H
	Core Course (Theory)	Managerial Economics	M	H	M	L		L	L	L
	Skill Enhancement Compulsory	Marketing Management	H	M	L	L		M	L	M
	Ability Enhancement Compulsory	Management Accounting	H	L	L	H		L	L	H
2	Core Course (Theory)	Corporate Finance	M	L		L	L	L	M	M
	Core Course (Theory)	Operations Management	H	L	L	H	H		L	M
	Core Course (Theory)	Organisational Behaviour	M	L	L	H		L	M	M
	Core Course (Theory)	Strategy in Business	L	L		L		L	H	M
	Skill Enhancement Compulsory	MIS - Management Information Systems	L	L	L	M		L	L	H
	Ability Enhancement Compulsory	Sales Management	M	L	M	L	M	L	L	M
3	Core Course (Theory)	International Business	L	L		L		L	L	L
	Core Course (Theory)	Entrepreneurship Management	L			L	H	L	L	H
	Elective- I (Finance)	Security Analysis and Investment Management	L	H	L			L	H	M
	Elective- I (Finance)	International Financial Management	L	L	L	M		L	L	L
	Elective- II (Human Resource)	Organizational Change and Development	M		H	M	L	M	L	H
	Elective- II (human Resource)	Executive Communication	M						M	M
4	Core Course (Theory)	Computer Application in Business	L	M	L	L		M	L	L
	Elective-III (Marketing)	E Commerce	M		H	M	L	M	L	M
	Elective- III (Marketing)	Retail Management	L	L		L		M	L	H
	Elective- VI	Project Management	L	L		L		M	M	H
	Elective- VI	Project Appraisal and Planning	M		M	L		L	M	L
	Skill Enhancement Compulsory (Project)	Project Work	H		M	L		L	M	M

2.0. RELEVANCE OF PROGRAMME WITH THE ASSAM DON BOSCO UNIVERSITY MISSION AND GOALS

The programme mission and objectives are in alignment with the University's mission, vision and goals, as detailed below.

Vision

The vision of Assam Don Bosco University is:

'To mould young persons into intellectually competent, morally upright, socially committed and spiritually inspired citizens at the service of India and the world of today and tomorrow, by imparting holistic and personalized education.'

Guided by this vision and leveraging its century-old expertise in education in India and abroad, Don Bosco University is envisaged to be a centre of excellence in study and research focusing upon the following:

- Providing easier access to higher education for the under-privileged.
- Harmonizing technical excellence with human and religious values.
- Employment-oriented courses in emerging areas of contemporary technology and service.
- 'Teacher Education' as a privileged area of interest to accelerate the pace, reach and quality of education.
- Impetus to research initiatives with practical and social relevance.
- Providing a forum for debate and research on key human issues like religion & culture, peace & justice.

- Contributing to the socio-economic development of North-East India.
- Boosting international linkages and collaboration in university education.

The spirit of the university has been encapsulated in its emblem which has five distinct elements:

- The Cross' signifies its underlying Christian inspiration;
- 'The Profile of St. John Bosco' denotes its distinctive educational philosophy;
- 'The book emphasizes its commitment to academic excellence;
- 'The rays of the Rising Sun' stand for its dynamism and commitment to society; and,
- The motto, 'Carpe Diem' which meaning 'Seize the Day' challenging every Bosconian to grasp the opportunities presented by each new day and attain 'life in its fullness.'

Mission

Built on a great legacy inherited from our founding fathers, our mission is to create an environment of stimulating intellectual dialogue across disciplines and harvest **knowledge with a cutting-edge through high quality teaching, research, and extension activities** leading to the generation of students who would provide leadership, vision and direction to society.

Goal

The goal is to **is to develop innovative programmes in basic and emerging disciplines** in a phased manner and to update them periodically so as to keep ourselves on track and on time. Our commitment is to involve the faculty and students in **interactive learning environment both within and outside the University through contextual and experiential programmes** so that they would be builders of a **worldwide- network of knowledge-sharing** and excel in their performance with a winning edge in the wider context of globalization.

3.0. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

The MBA Programme is designed to target working individuals who wish to further their professional and academic qualifications, or wish to acquire domain specific knowledge and skills in their chosen profession or industry, in the field of 'management'.

The MBA programme is targeted to the

Underprivileged section of society: The MBA (Distance) Programme will offer a varied career alternatives among the underprivileged sections of society at a lower cost of education.

Working Professionals/ Service Personnel: The MBA Programme will give opportunity to the professionals who are working in the lower or mid-level management and for those who are not able to complete their graduation and maybe experiencing a stalled career stage, as a result. The MBA programme will enable the working professionals to pursue their distance learning MBA with ease and convenience — anytime, anywhere. They may even apply the learning from the course at their work, and thereby use the degree to propel their career up the organizational ladder.

Government Officials: who are frequently travelling due to job assignments or transfers will find it suitable in order to pursue the MBA for career advancement

Entrepreneurs: Many aspiring entrepreneurs are full of creative and innovative ideas but lack the fundamental business knowledge to thrive in a competitive marketplace. The BBA programme will give invaluable context to help shape ideas and essential insights into business administration. The structured curriculum of our MBA will give the learners the much needed business knowledge and insight.

Home Makers: MBA provides a great option for housewives to complete their education or to study further. It provides a way to fulfill their dream and make them able to stand on their own feet.

Unemployed candidates On successful completion of the MBA, young learners may start off with jobs at the Executive level and work their way up based on the opportunities that come by.

4.0. APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN ONLINE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS & COMPETENCE

A management program of this nature is apt for delivery in the online mode, given its theoretical nature, the students, shall be able to:

- Demonstrate professional and team working skills.
- Understand and play a functional role in the business environment and operations.
- Comprehend and deal with the business affairs.
- Enriched with the technical approaches of business and management.

- Analyze, investigate, and solve critical business issues.

The successful completion of the course leads the management graduates to get basic knowledge of various fields such as general managerial principles, processes and concepts. These are building blocks for working in different type of organizations in diverse business conditions. A wide range of opportunities open in front of the students once the course is completed.

1.5. INSTRUCTIONAL DESIGN

1.5.1. Curriculum Design

As per University Curriculum guideline. The curriculum of MBA programme prepared by the Board of Studies (BoS) of each discipline under different domain by following the guidelines like model syllabi etc. of the relevant regulatory body ie DEB-UGC. During the process of framing the curricula, inputs from eminent academicians and industry professionals are also accommodated. The activity of curriculum design is carried out time to time, updated whenever felt necessary. The curricula prepared by the Board of Studies (BoS) are then placed before the Academic Council of the University for necessary approval.

1.5.2. Structure of The MBA Programme

Term / Semester	Type of Course/Category	Course	Credits	Total Marks	End Term	Assignment
1	Core Course (Theory)	Financial Management	4	100	70	30
	Core Course (Theory)	Human Resource Management	4	100	70	30
	Core Course (Theory)	Principles of Management	3	100	70	30
	Core Course (Theory)	Managerial Economics	3	100	70	30
	Skill Enhancement Compulsory	Marketing Management	3	100	70	30
	Ability Enhancement Compulsory	Management Accounting	3	100	70	30
2	Core Course (Theory)	Corporate Finance	4	100	70	30
	Core Course (Theory)	Operations Management	4	100	70	30
	Core Course (Theory)	Organisational Behaviour	3	100	70	30
	Core Course (Theory)	Strategy in Business	3	100	70	30
	Skill Enhancement Compulsory	MIS - Management Information Systems	3	100	70	30
	Ability Enhancement Compulsory	Sales Management	3	100	70	30
3	Core Course (Theory)	International Business	4	100	70	30
	Core Course (Theory)	Entrepreneurship Management	4	100	70	30
	Elective- I (Finance)	Security Analysis and Investment Management	3	100	70	30
	Elective- I (Finance)	International Financial Management	3	100	70	30
	Elective- II (Human Resource)	Organizational Change and Development	3	100	70	30
	Elective- II (human Resource)	Executive Communication	3	100	70	30
4	Core Course (Theory)	Computer Application in Business	4	100	70	30
	Elective-III (Marketing)	E Commerce	3	100	70	30
	Elective- III (Marketing)	Retail Management	3	100	70	30
	Elective- VI	Project Management	3	100	70	30
	Elective- VI	Project Appraisal and Planning	3	100	70	30
	Skill Enhancement Compulsory (Project)	Project Work	4	100	70	30

Elective Type	Course
Elective I- Finance	Security Analysis and Investment Management
Elective I- Finance	International Financial Management
Elective II- Human Resource	Organizational Change and Development

Elective II- Human Resource	Executive Communication
Elective III- Marketing	E Commerce
Elective III- Marketing	Retail Management
Elective IV- Project Management	Project Management
Elective IV- Project Management	Project Planning and Scheduling

1.5.3. Duration of the Program

The Master of Business Administration programme is to be normally completed in 2 years, each year having 2 semesters. The total credits of the courses for one semester is 20. Hence the MBA program will have 80 credits.

1.5.4. Project work Guidelines:

- i. The students have to submit their Dissertations/Project Reports (in duplicate) only at the end of the course period. For the submission of the project, students are given a grace period of 1 month after final semester examination.
- ii. Duration of the project work – 30 days
- iii. Students will have to associate themselves with one external guide from the organisation from where they will be doing their project work. The project work should be certified by the guide is his / her letter head with seal and stamp
- iv. Only hard binding projects are accepted.
- v. A certificate of completion by the Guide will be mandatory in each project report.
- vi. The pages required for the project – 70-100 pages.

1.5.5. Faculty and Support Staff Requirement

As per the directives of UGC(ODL & OL) Regulations, 2020, required administrative, academic and technical staff have been appointed.

For the Centre for Online Education the following are functioning:

Director, Deputy Director, Assistant Director

The **Academic Faculty** present are: Three full-time faculty members have been appointed for online programs

The **Administrative staff** present are : Deputy Registrar, Assistant Registrar, Section Officer, two Assistants, two Computer operators, two Multi Tasking Staff

For **Delivery of Online Programmes (LMS & Data Management)**, the following are present:

One Technical Manager and two Technical Assistants

For handling **Admission, Examination and Result**, there is a Technical Manager and two Technical Assistants

The **Technical Team for Development of e-Content** - Self-Learning e-Modules consists of:

One Technical Manager (Production), one Technical Associate (Audio-Video recording & editing) and one Technical Assistant (Audio-Video recording)

Academic Faculty & Student Support from the Department of Business Administration at the Campus, the following are involved: One Program Coordinator, three Course Coordinators and one Course Mentor.

1.5.6. Instructional Delivery Mechanisms

Courses to be delivered in an 'online' mode with learning material in the form of E-SLM's, and Self Assessments being available for the students. Additionally, virtual live lectures and recorded lecture sessions to be provided as per a fixed schedule towards the end of each term.

1.5.7. Student Support Systems

Learner Support Service via Web, Chat, Call Support. Access to counsellors at Department on University campus. Access to Learning Library resources in the student portal.

1.6. PROCEDURE FOR ADMISSIONS, CURRICULUM TRANSACTION AND EVALUATION

1.6.1. Admission Policy

Admissions to be conducted twice a year (January and July), and as per common regulation for online programs already in place and in effect at the time, in conjunction with UGC Regulations.

Mandatory Documents for Admission to the BBA programme

- ① Duly filled Admission Form.
- ① Self-Attested photocopy of 10th, 12th and degree Mark sheets & Pass Certificate.
- ① Highest/immediate qualified pass certificate and mark sheet (From Head of the Institution also may be applicable)
- ① Mark sheets (All semester/All year/Consolidated)
- ① Passport size color photo- 3 copies/ soft copy.
- ① Self-Attested photocopy of Govt. photo ID Proof (e.g. Pan Card, Voter's ID, Aadhaar Card, Driving License, Passport etc.)
- ① In case of Name Change, Name Change document is mandatory. (e.g Affidavit/Marriage certificate)

☎ Fees as per our policy. (Cheque/DD/Inter Bank Transfer/Counterslips (cash deposit, cheque deposit, DD)- University at any point of student life cycle may ask for documents

1.6.2. Minimum Eligibility

As per common regulation for online programs already in place and in effect at the time, in conjunction with UGC Regulations.

1.6.3. Fee Structure

As per fee structure in place for online programs, and as decided by fee committee from time to time.

1.6.4. Programme Delivery Methodology

Courses to be delivered under the 'online' mode of learning, with students being provided Self learning material in eBook format, along with access to online Self Assessment tools. Contact Programs Sessions to be conducted online once per semester.

1.6.5. Web Based Tools

A Web based Portal which shall allow the student access to the following

- Admission & Enrolment Details
- Fee Details and Online Fee Payment Gateway
- Prospectus, Regulations & Syllabus
- Notifications (Admissions, fees, examinations etc)
- Course List, with completion status and scores / results
- eBook's of SLM's.
- Self Assessment Tests (unscored)
- Internal Assessments - IA1 & IA2
- Online PCP Lectures (Recorded or via Virtual Classroom session)
- Online Learners forum, for student to student interaction.
- Online Copy of the Grade sheet.
- Access to online support in the form of web chat, ticketed email support etc.

1.6.6. Evaluation Methodology – Tools & Methods

Credit hours is 3 or 4 credits per course. The online MBA programme has 80 credits in total, with 20 credits in each semester and comprising of 4 semesters in all

a. Internal Assessment marks to comprise the results of Internal Assessment Tests (IA1 & IA2) over the duration of the Semester/Term towards 30% of the final marks, whereas the End Term Assessment , conducted at Examination centres (as per UGC Regulations) to comprise of the remaining 70%.

b. End Term Exam Regulations to be as per regulations governing on campus programs.

Being an online program, there shall be no provision or requirement to repeat or drop year within the program.

1.7. REQUIREMENT OF THE LABORATORY SUPPORT AND LIBRARY RESOURCES

As per the syllabus / curriculum, no laboratory support required. Library resources can be accessed online.

1.8. COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS

Upon receipt of approval from the UGC, the Finance Committee may set aside budgetary provisions towards Programme Development, Programme Delivery, Programme Maintenance. Once the programs are operational, fee receipts from the program may be used to cover the same, as per the guidance of the Syndicate and Finance Committee.

1.9. QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES

The expected outcome from these programs is a measurable increase in the skills and knowledge of the student in his/her area of study, and that increase should be reflected in a proportional increase in available job opportunities / role or profile changes in his or her current job or industry, and a change / increment in earning capability .

A Centre for Internal Quality Assurance shall be setup (as per UGC requirements). The Centre for Internal Quality Assurance (CIQA), working in collaboration with the Department, shall put in place a continuous quality measurement and improvement framework, using both student – teacher feedback, and outcome measurement on data gathered from students during and after completion of their programs via surveys. The findings, action taken report and results shall be published and made available via the CIQA each year in the form of a report.

The achievement of learning outcome levels by all the learners have been ensured during the design of the BBA curriculum and its delivery in online mode to incorporate the following in the pedagogy, as described below

i. For Experimental Learning

Project work is included in the curriculum of the BBA programme. The course is an ability enhancement type and is credited and learners will have to pass for successful completion of the program.

ii. **For Participative Learning**

The class delivery are made interactive using ICT facility, teachers make the online video class lectures interactive. Quizzes, home assignments and revision exercises are given for better learner experience.

iii. **For Problem Solving**

Assignments with certain levels of difficulty are given to encourage self-learning and problem solving.

1.9.1 Expected programme Outcomes:

- ⌚ i. Develop in students those management skills that will assist them in becoming influential leaders in their profession
- ⌚ ii. Students will exhibit the leadership capacity and teamwork skills for business decision making.
- ⌚ iii. Expand our students' vision of their possibilities for their future professional and other endeavors

MASTERS OF BUSINESS ADMINISTRATION (ONLINE)

DETAILED SYLLABUS SEMESTERWISE

SEMESTER –I

FINANCIAL MANAGEMENT

(4 credits-60 Hours)

Objective: This course is aimed to provide the knowledge on scope of financial management and time value of money, capital structure theories and factor affecting capital structure decision, various theories of dividend and determine the factors affecting dividend polices.

COURSE/LEARNING OUTCOMES

After learning this course, the students will be able to:

1. Explain the objectives and scope of financial management and time value of money (Remembering)
2. Explain various capital structure theories and factor affecting capital structure decision (Understanding)
3. Analyze the process of working capital management and capital budgeting process(Analyzing)
4. Critically judge the various theories of dividend and determine the factors affecting dividend polices (Evaluating)

Module 1: Introduction

Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Model), Valuation of securities – Bonds and Equities

Module 2: Investment Decisions

The Capital Budgeting process, Cash flow Estimation, Payback period Method, Accounting Rate of return, Net Present Value(NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk- Certainty Equivalent Approach and Risk Adjusted Discount Rate.

Module 3: Financing Decisions

Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for calculating cost of equity capital Cost of retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of capital (WACC) and Marginal cost of capital. Capital structure- Theories of capital structure (Net Income, Net Operating, MM, Hypothesis, and Traditional Approach). Operating and financial leverage; Determinants of capital structure

Module 4: Dividend Decisions

Theories of Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend polices in practice

Module 5: Working Capital Decisions

Concepts of working capital, the risk –return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

Suggested Readings

1. Financial Management and Policy, James C.Van Horne and Sanjay Dhamija, Pearson Education.
2. Principles of Financial Management, Levy h.andM.Sarnat, Pearson Education.
3. Fundamentals of Financial Management, Brigham and Houston, Cengage Learning.
4. Basic Financial Management, Khan and Jain, McGraw Hill Education
5. Fundamentals of Financial Management, Prasanna Chandra, McGraw Hill Education
6. Financial Management-text and Problems, Singh, J.K, DhanapatiRai and Company , Delhi
7. Fundamentals of Financial Management, Rustagi, R.P, Taxmann Publications Pvt.Ltd.

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H				
CO 2		H			
CO 3			H		
CO 4				H	M

HUMAN RESOURCE MANAGEMENT

(4 credits- 60 Hours)

Objective: This course aims at imparting the students with relevant knowledge, principles, and practices of human resource management so as to groom them as competent contributors in the workforce, ready to occupy managerial and administrative positions in various organizations.

COURSE/LEARNING OUTCOMES

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

1. Enumerate the general principles and practices of human resource management. (Remembering)
2. Explain the concepts of human resource management. (Understanding)
3. Determine the human resource management process. (Applying)
4. Analyse the various levels of strategies of human resource management. (Analysing)
5. Formulate methods of wage and salary administration and measure its impact Evaluating)

Module 1: Importance of Human Resource Management

Meaning, Nature and Scope, Functions and Role of HR Manager; Advisory and service function to other department; HRM function planning; objectives and policies, organizing the HRM department

Module 2: Procurement and Development Functions:

Job Analysis, Job description, job specification, recruitment, selection, placement and induction and socialization

Module 3: Training & development and Performance Appraisal

Types and method, job change – career planning, promotion, demotion, transfer, separations. Purpose, factors, methods; 360 degree feedback uses and application; human resource accounting.

Module 4: Compensation Functions:

Job evaluation; Merit rating; Methods of wage, payment; incentive compensation; Types, advantages, perquisites; Wage system in India – Minimum wage, fair wage, living wage

Module 5: Maintenance and Integration Functions:

Administration of welfare; amenities & fringe benefits; safety & accident prevention work; environment fatigue safety, accident prevention; Employee grievances and their redressal; suggestion schemes; administration of discipline

Suggested Readings

1. Harold Koontz & Heinz Weihrich, Essentials of Human Resource Management, Tata Mc Graw Hill.
2. Stoner, Freeman, Gilbert Jr., Human Resource Management, Prentice Hall.
3. Wheeler, T.L. Hunger, J.D., and Rangarajan K., Concepts in Human Resource Management & Business Policy, 11th edition, Pearson Education.
4. Ranjan Das, Crafting the Strategy: Concepts & Cases in Human Resource Management, Tata Mc Graw Hill.

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2		H			
CO3			H		
CO4			H		
CO5				H	M

PRINCIPLES OF MANAGEMENT

(3 credits-45 Hours)

Objective(s): The objective of this course is to develop an understanding of the Principles and processes of management covering the basic management functions and challenges in the emerging perspective.

Detailed Syllabus

COURSE/LEARNING OUTCOMES

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

1. Define the concept related to Management (Remembering)
2. Explain the evolution of the management thought (Understanding)
3. Analysing major techniques of control (Applying)
4. Evaluate planning, organizing, staffing and control (Analysing)
5. Elaborate the various theory (Evaluating)

Module 1: Introduction

- a. Concept: Need for Study, Managerial Functions – An overview; Co-ordination: Essence of Managership
Evolution of the Management Thought, Classical Approach – Taylor, Fayol, Neo-Classical and Human Relations Approaches – Mayo, Hawthorne Experiments, Behavioural Approach, Systems Approach, Contingency Approach – Lawrence & Lorsch, MBO - Peter F. Drucker, Re-engineering - Hammer and Champy, Michael Porter – Five-force analysis,

Module 2: Planning

- a. Types of Plans – An overview to highlight the differences
- b. Strategic planning – Concept, process, Importance and limitations
- c. Environmental Analysis and diagnosis (Internal and external environment) – Definition, Importance and Techniques (SWOT/TOWS/WOTS-UP), Business environment; Concept and Components
- d. Decision-making – concept, importance; Committee and Group Decision-making, Process

Module 3: Organising

Concept and process of organising – An overview, Span of management, Different types of authority (line, staff and functional), Decentralisation, Delegation of authority Formal and Informal Structure; Principles of Organising; Network Organisation Structure

Module 4: Staffing and Leading

- a. Staffing: Concept of staffing, staffing process
- b. Motivation: Concept, Importance, extrinsic and intrinsic motivation; Major Motivation theories - Maslow's Need-Hierarchy Theory; Herzberg's Two-factor Theory, Vroom's Expectation Theory.
- c. Leadership: Concept, Importance, Major theories of Leadership (Likert's scale theory, Blake and Mouten's Managerial Grid theory, House's Path Goal theory, Fred Fielder's situational Leadership), Transactional leadership, Transformational Leadership, Transforming Leadership.

Module 5: Control

- a. Control: Concept, Process, Limitations, Principles of Effective Control, Major Techniques of control - Ratio Analysis, ROI, Budgetary Control, EVA, PERT/CPM.
- b. Emerging issues in Management

Suggested Readings

1. Joseph L. Massie :*Essentials of Management* .PHI, New Delhi; 2015.
2. James F.Stoner :*Management*. Pearsons Education, Delhi ; 2020.
3. Harold Koontz, Heinz Wehrich: *Management*. Tata McGraw Hill Pub. Co., Delhi;2015.
4. AmitaiEtzioni :*Modern Organizations*. PHI, New Delhi; 2021.
5. Jones, Gareth R. and Jennifer M. George: *Contemporary Management*. Tata McGraw Hill.
6. Charles Hill, W.L. and Steven L.McShane: *Principles of Management*. Tata McGraw Hill.

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2		H			
CO3			H	M	M
CO4	M	M	H	M	M
C05	M	H	M	M	H

MANAGERIAL ECONOMICS

(3 credits-45 Hours)

Objectives: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

COURSE/LEARNING OUTCOME

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

1. Fine the mechanics of supply and demand in allocating goods and services and resources (Remembering)
2. Illustrate how changes in demand and supply affect markets (Understanding)
3. Apply the choices made by a rational consumer (Applying)
4. Interpret the relationships between production and costs (Evaluating)
5. Discuss key characteristics and consequences of different forms of markets (Creating)

Module 1

Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticity of demand and supply : Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply;

Theory of consumer behavior : cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.

Module 2

Producer and optimal production choice: optimizing behavior in short run(geometry of product curves, law of diminishing marginal productivity, three stages of production), optimizing behavior in long run (isoquants, iso-cost line, optimal combination of resources) Costs and scale : traditional theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

Module3

Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma

Module 4

Factor Market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

Suggested Readings

1. Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson.

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4
CO 1	L	M		
CO 2		H		
CO 3			H	
CO 4				H
CO 5	H			M

MARKETING MANAGEMENT

(3 credits-45 Hours)

Objective: The Objective of the course is to introduce the students to the domain of marketing and to its practical applications.

COURSE/LEARNING OUTCOMES

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

1. Enumerate the fundamentals of marketing management. (Remembering)
2. Assessing the marketing management. (Understanding)
3. Analysing market segmentation. (Applying)
4. Determining pricing strategy and distribution channels. (Analysing)
5. Importance of communication in marketing (Evaluating)

Module 1: Fundamentals of Marketing

Conceptual Framework of Marketing, Core Concepts of Marketing, Marketing Philosophies, Marketing Myopia, Marketing Practices developed over 21st Century ; Different Contexts of Marketing Applications.

Module 2: Marketing Environment

Analysis of marketing environment: Macro and Micro components and their impact on marketing decisions, Macro & Micro environment of Marketing – Industry & Competitor analysis, Developing strategies.

Module 3: Market Segmentation and Product Overview

Consumer buying Model, Market segmentation, Targeting and Positioning, Market and Marketing research and Marketing Information System, Marketing Mix, Product mix strategies, : Product and service concept, Product Lines- Length, Breadth & depth, Product life cycle, New product Development, Brand concept, Brand Equity.

Module 4: Pricing and Distribution Strategies

Pricing strategies, Price setting, Price determination. Channels of distribution: Types, Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, and Wholesaling, E-Retailing.

Module 5: Marketing Communication Mix

Marketing Communication, Integrated Marketing Communication, Promotional Mix Components- Advertising Vs Promotion, Advertising Vs Publicity, Sales Promotion, Public Relations, Personal Selling and Direct Marketing, Digital Marketing. Emerging issues in marketing, Ethical issues, Green marketing, Consumerism, CSR in marketing, Payment related issues in the cashless era.

Suggested Readings

1. Kotler, P., Keller, K., Koshy, L., & Jha, M: Marketing Management: A South Asian Perspective.
2. Pearson Education, New Delhi; 2019.
3. Saxena, R: Marketing Management. Tata McGraw Hill, New Delhi; 2015.
4. Stanton: Fundamentals of Marketing, McGraw Hill; 2020.
5. S.Jayachandran: Marketing Management, Tata McGraw Hill; 2015.
6. Ramaswamy, V. S., & Namakumari, S: Marketing Management: Global Perspective Indian Context. Laxmi Narayan Publication, New Delhi; 2014.

Mapping of Cos with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2		H			
CO3			H		
CO4				H	
CO5					H

MANAGEMENT ACCOUNTING

(3 Credits: 45 Hours)

Objective: The objective of this course is to make students learned and be proficient in management accounting skills

COURSE/LEARNING OUTCOMES

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

1. Define meaning, objectives and principles of management accounting along with various terms (Remembering)
2. Identify, classify, and interpret financial transactions under different accounting heads and summarize balances (Understanding)
3. Classify the direct cost and overheads and show the same in a cost sheet. (Applying)
4. Solve accounting equations. Identify the various approaches for estimating depreciation. (Analysing)
5. Apply the concepts of accounting to determine revenue, expenses, assets, and liabilities of a business concern. (Evaluating)

Module 1 : Accounting: Meaning, Scope and Principles

Introduction, Importance and Scope, Concepts & Conventions: Introduction, Generally Accepted Accounting Principles.

Module 2: Journalising Transactions, Ledger Posting and Trial Balance, Subdivision of a Journal

Double Entry Framework: The Accounting Equation. Accounting Cycle: Journals, Ledgers, Purchase Book, Sales Book, cash book, Petty Cash Book, Trial Balance.

Module 3: Financial Statements of Non- Corporate Entities

Preparation of Financial Statements: Profit and Loss Account and Balance Sheet with Necessary Adjustments.

Module 4: Company Financial Statements: Analysis and Interpretation

Analysis and Interpretation of Financial Statement: Meaning and Significance.

Module 5: Cash and Funds Flow Statements

Ratio Analysis, Trend Analysis, Common Size and Comparative Financial Statement, Fund Flow Statement and Cash Flow Statement

Suggested Readings

1. Managerial Accounting by Ronald W Hilton | G Ramesh | M Jayadev
2. Management Accounting by M.Y.Khan | P.K Jain

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2		H			
CO3			H	M	M
CO4					M

SEMESTER –II

CORPORATE FINANCE

(4 Credits: 60 Hours)

Objective: The objective of this course is to make students familiar and competent with the knowledge of Corporate Finance and its applications

COURSE/LEARNING OUTCOMES

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

1. Define the basic concepts of corporate finance. (Remembering)
2. Compare and contrast different types of investment criterion like NPV, IRR etc. (Understanding)
3. Build a practical understanding of financial ratios and cash flows. (Applying)
4. Examine financial statement to determine financial health of an organization. (Analysing)

Module 1: Financial Management Basics

Finance: The Big Picture, Investments, Corporate Finance and Financial Institutions, Corporate Finance Decisions, Capital Budgeting, Capital Structure, Dividend Policy, Working Capital Management, Corporate Form, Corporate Goals, Agency Problem

Module 2: Financial Statements Analysis and Interpretation

Balance Sheet, Income Statement, Taxes and Corporate Finance, Cash Flow Statements, Financial Statement Analysis (Ratio Analysis), Long Term Financial Planning

Module 3: Valuation Concepts and Securities Valuation

Compounding and Discounting of Cash Flows, Annuities and Perpetuities

Capital Budgeting - Investment Criteria, Net Present Value (NPV), Payback Period, Average Accounting Return, Internal Rate of Return (IRR), Profitability Index, Incremental Cash Flows, Inflation and Capital Budgeting.

Module 4: Introductions to Investments

Role of Financial Markets, The Investment Process, Globalization and Financial Markets

Financial Securities – Short and Long-Term Debt Securities, Equity Securities: Common and Preferred Stocks, Derivative Securities: Options, Forwards, and Futures

Financial Markets – Primary Markets and Investment Banking, Secondary Markets: Exchanges and OTC, Margin Trading, Short Sales

Suggested Readings

1. Corporate Finance, 8e, Ross, Westerfield, and Jaffe, 2010, McGraw Hill
2. Corporate Finance: Theory and Practice, 5e, Damodaran, 2014, Wiley
3. Project Finance: Asset Based Financial Engineering, 1e, Finerty, 2013, Wiley
4. Financial Management, IM Pandey, Vikas Publishing House

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO 1	L	L	L	L
CO 2		L		M
CO 3	M		M	M
CO 4	L	L		L

OPERATIONS MANAGEMENT

(4 credits- 60 Hours)

Objective: This course aims at acquainting the students with the functions of production and operations management and basic issues and tools of managing production and operation functions of an organization.

COURSE/LEARNING OUTCOMES

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

1. Define a production system. (Remembering)
2. Distinguish between production and operations. (Understanding)
3. Use the tools and techniques to measure work study, motion study. (Applying)
4. Apply the concepts of work sampling techniques in the determination of standard time. (Analysing)
5. Comprehend the significance of plant location and prepare systematic layout planning procedure. (Evaluating)

Module 1: Introduction and Work Study

- a. Introduction to Production and operations management
- b. Meaning and scope, subdivisions of work study – Method/Motion study and Work Measurement
- c. Method/ Motion study- its meaning and scope, steps in method/motion study, Tools and techniques of method/motion study, Principles of motion economy
- d. Micro-motion study – Meaning and scope, therbligs, use of motion camera in micro- motion study
- e. Work measurement – concept of observed time, rating/leveling factor, average worker and standard time for jobs. Use of stop watch and work sampling techniques in the determination of standard time.

Module 2: Plant Location and layout

- a. Objectives, Locational factors, Economics of plant location
- b. Meaning, objectives and types of plant layout and their relevance to mass, batch and job- order production systems.
- c. Systematic Layout Planning (SLP) procedure
- d. Use of computers for layout design
- e. Group Technology (GT), Flexible manufacturing systems (FMS) and Computer integrated manufacturing (CIM)
- f. Assembly Line Balancing (ALB) - meaning and objective, Heuristic methods for solution of ALB problems.

Module 3: Product design and Development and PPC

- a. Meaning of product, Product life cycle (PLC) and Product mix
- b. Decisions to be taken during product development and design
- c. Procedure for product development and design
- d. Value of a product – its meaning, Value Analysis (VA) – its objectives, procedure and example, Simplification and Standardization.

Module 4: Production Planning and Control

Meaning and Objectives of PPC, Effects of types of production

- a. Steps in PPC primarily stressing the needs of marketing research, Demand forecasting, process planning/routing, scheduling of flow-shop and job-shop productions, Use of Gantt chart, Machine loading, Make/Buy decision and Break-even analysis, Master production schedule, MRP and MRP-II, Capacity planning, Inventory management.
- b. Production control – monitoring, expediting and re-planning, Planning and control of batch production. TOC, Use of L.P in Production Management, Product and service Reliability.

Suggested Readings

1. M. Telsang, Industrial Engineering, S. Chand & Company Ltd.
2. O. P. Khanna, Industrial Engineering and Management, Dhanpat Rai & Sons.
3. L. Krajewski, L. Ritzman and M. Malhotra, Operations Management, Pearson Education.
4. Adam, Ebert, Production and Operations Management, PHI.
5. R. Panneerselvam, Production and Operations Management, PHI.
6. K. Aswathappa & K. Shridhara Bhat, Production and Operations Management, Himalaya Publishing

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4
CO1	H			M
CO2	H		L	
CO3	H	M		M
CO4	H		L	M
CO5		H	L	

ORGANIZATIONAL BEHAVIOUR

(3 credits-45 Hours)

Objective: The objective of this paper is to provide the students an insight into the various concepts of organizational behaviour and its relation to other activities in an organization, and to introduce the student to the techniques of organisational behaviour used as a management tool.

COURSE/LEARNING OUTCOMES

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

1. Define the meaning of organization behavior. (Remembering)
2. Explain the models and the theory of learning and the foundations of individual behaviour. (Understanding)
3. Establish the relationship between the various theories of motivation and workplace behaviour. (Applying)
4. Differentiate between leadership and management and the different leadership theories. (Analysing)
5. Formulate different types of leadership strategies. (Evaluating)

Module 1: Introduction to OB

Define Organizational Behaviour, Its Relevance in Today's Business Environment. Individual Behaviour in Organization: Understanding Self, Perception: Nature and Importance, Perceptual Selectivity, Stereotyping, Halo Effect.

Module 2: Motivation, Personality, Learning and Behaviour Reinforcement

Learning and Behaviour Modification, Attitudes. Personality: Meaning, Self Concept, Self Esteem, Major Determinants of Personality. Motivation: Types of Motivation, Theories of Work Motivation given by Maslow, Herzberg McGregor, Vroom and Porter-Lawler.

Module 3: Group Behaviour and Decision Making

Group Dynamics; Type of Groups, Group Norms and Roles, Group Cohesiveness, Group Development and Facilitation. Dynamics of Managerial Leadership: Leadership Styles, Trait Approach, Behavioural Approaches, Managerial Grid.

Module 4: Inter-personal Behaviour in Organization

Transactional Analysis, Management of Conflict. Stress Management.

Suggested Readings

1. Fred Luthans, Organisational Behaviour, 10th Edition, McGraw Hill India
2. Stephen P Robbins, Organizational Behaviour, 11th Edition, Prentice Hall of India Pvt. Ltd., New Delhi
3. Gilmer, Industrial Psychology, McGraw Hill.
4. Ghiselle and Brown, Personnel and Industrial Psychology, McGraw Hill.
5. Keith Davis, Human Relations at Work, Tata McGraw Hill.

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2	H				
CO3		H			
CO4			H		
CO5				H	

STRATEGY IN BUSINESS

(3 credits-45 Hours)

Objective: The objective of this course is to make students proficient in the concepts and applications of knowledge

COURSE/LEARNING OUTCOMES

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

- 1: develop an understanding of underlying concepts, tools, frameworks, issues and challenges involved
- 2: achieve development of an understanding of the increasing competition as well as not for profit business policies, strategies and the practice in organizations
- 3: explain the different circumstances & situations arising from ever changing strategic situation.

Module 1: Strategic Planning and Management

Characteristics of Strategic Decisions, Difference between Operational Efficiency and Strategy, Evolution of the Concept of Strategic Management, Work Done in the Field of Strategy, Dimensions of Strategic Decisions, Levels of Strategic Decisions, From Long-Range Planning to Strategic Planning and Strategic Management.Strategy in Business

Module 2: Strategic Management Process

Purpose of Strategic Management, Building Process Through People, Purpose and Performance.International Strategy, Multi-Domestic Strategy Global Strategy, Transnational Strategy.

Module 3: Strategic Intent: Vision, Mission and Objectives

Strategic Intent, Components of Strategic Management.

Corporate Centers: What they try to do and How? Rationale for Creating or Capturing Value, Different Roles of Corporate Centers,Types of Competitive Advantage and Sustainability, Overall Cost Leadership, Differentiation, Focus.

Module 4: Environmental, Industry, Competitive and Internal Analysis of the Firm

Environmental Analysis, SWOT Analysis, Porter's Industry Analysis: The Five Forces Model, Game Theory: Concept of Co-opetition, Concept of Complementarity, Value Chain Analysis, Learning Curve and Experience Curve.

Module 5: Strategy Implementation: Structural and Behavioural Issues

Patterns of Growth of Large Corporations, Simple, Functional and Divisional Structure, Strategic Business Unit (SBU) Structure, Holding Company Structure, Matrix Structure, Attaining Behavioural Control: Balancing Culture, Rewards and Boundaries, Strategy-Culture Relationship, Behavioural Control in Organizations: Situational Factors, Strategies- Operational Strategy, Marketing Strategy, Human Resource Strategy, Financial Management Strategy.

Suggested Readings

1. Wheelen, Thomas L , Hunger, J David & Rangarajan, Krish (2001) Concepts in Strategic Management & Business Policy, Pearson Education.
2. David, Fred R (2005), Strategic Management Concepts & Cases, PHI.
3. Kazmi, A. (2000); Business Policy, McGraw Hill.
4. Pearce, John A , Robinson, Richard B , Mital, Amita (2005) , 10th Edition., Strategic Management – Formulation, Implementation & Control, McGraw Hill.

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4
CO 1	M			
CO 2		H		
CO 3			H	H

MANAGEMENT INFORMATION SYSTEMS

(3 credits- 45 Hours)

Objectives: The purpose of this course is to equip the learners with the required knowledge and skills to make them capable professionals

COURSE/LEARNING OUTCOME

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

1. Define different information systems used in organizations. (Remembering)
2. Understand databases, networks, security, and ethics related issues that arise due to the increased use of IT in organizations. (Understanding)
3. Make use of different theoretical models to choose IT solutions for solving business problems. (Applying)
4. Analyse different types of information systems that are chosen by different organizations given their specific requirements (Analysing)

Module 1: Concept of Data and Information

Introduction Concepts of Data and Information- Management Process and Information Needs, Systems Approach to Problem Solving- Levels, Classification and Capabilities of Information Systems.

Module 2: Management Information System and DBMS

Modern Data Bases, Concept of Database, Differences from Traditional File Organization Systems, DBMS and its Advantages, Classification of Database Systems, Schema and Subschema, Data Dictionary and Data Manipulation Language etc., Modern and Advanced Databases, Data Warehousing and Data Mining.

Module 3: System Analysis and Implementation

Information System Building, Traditional Life Cycle Method, Other Methodologies, like Prototyping, for Systems Development, Tools Used for System Design Such as Data Flow Diagrams, Entity Relationship Diagram, Context Diagram, System Flow Charting, Input-Output Chart etc., System Development and Implementation, System Operational Phase.

Module 4: Networking and Decision Support Systems

Introduction in Networking, World Wide Web and Internet, Decision Support Systems, Expert Systems, Concepts of ERP, SCM, CRM and E-Business Knowledge Management, Information Security Aspects.

Module 5: Application of Information Systems

Application in Functional Areas- HRIS, FIS, Manufacturing Information System, Marketing Information System, Application in Banking and Other Services.

Suggested Readings

1. Management Information Systems, Ken Laudon, Pearson
2. Management Information Systems, O'Brien, McGraw Hill
3. Management Information Systems – A Digital Firm Perspective, Jawadekar, McGraw Hill
4. Using MIS, Kroenke, David M, Prentice Hall

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO 1	L		L	L
CO 2	L	L		L
CO 3	M			M
CO 4	M	L	L	M

SALES MANAGEMENT

(3 credits- 45 Hours)

Objectives: To enable the student to become familiar with the concepts and practical aspects of sales management

COURSE/LEARNING OUTCOMES

After learning this course, the students will be able to:

CO1: explain the nature and scope of sales management (Remembering)

CO2: develop an understanding of the sales environment, recruitment, selection and sales training (Understanding)

CO3: explain the process of performance appraisal and Sales Territories, quotas and managing Accounts (Applying)

Module 1: The Nature and Scope of Sales Management

Sales Management: Marketing Management and the New Economy, Sales Management, The Scope of Sales Management, Sales-Related Marketing Policies, The Sales Management Process, Key Account Management, Tactics of Relationship Selling

Module2: The Sales Environment

Understanding the Business Environment, Organizational Readiness for Change, Technology and Environment in Personal Selling, Sales Culture Variables; Objectives of a Sales Organization, Structure of a Sales Organization

Module 3: Recruitment and Selection and Sales Training

Recruitment, Organization for Recruiting and Selection, Selection of the Salesperson, Job Description; Building a Sales Training Programme, Content of Training, Methods of Training, Evaluation of Training Programmes, Objectives of Sales Training

Module 4: Monitoring and Performance Appraisal

Objectives of Salespersons' Performance Evaluation Evaluation of Salespersons' Performance
Key Issues in Evaluating and Controlling Salespersons' Performance,
Methods of Performance Evaluation, Using Performance Information

Module 5: Sales Territories, Quotas and Managing Accounts

Policies for Account Management, The Account Management Planning Process, Territory Management, Sales Forecasting; Sales Budget, The Budgeting Process, Methods of Sales Budgeting, Preparing the Sales Budget, Sales Control, Nature of Control

Suggested Readings

1. Kotler, P., Keller, K., Koshy, L., & Jha, M: Marketing Management: A South Asian Perspective.
2. Pearson Education, New Delhi; 2019.
3. Saxena, R: Marketing Management. Tata McGraw Hill, New Delhi; 2015.
4. Stanton: Fundamentals of Marketing, McGraw Hill; 2020.
5. Jayachandran: Marketing Management, Tata McGraw Hill; 2015.

Mapping of COs to Syllabus:

COs	Module-1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	H	M				
CO 2		H	M	L		
CO 3					H	M

SEMESTER -III

INTERNATIONAL BUSINESS

(4 credits- 60 Hours)

Objectives: To enable the students to become familiar with the concepts and practical aspects of international business

COURSE/LEARNING OUTCOMES

After learning this course, the students will be able to:

CO1: explain the nature and scope of international business (Remembering)

CO2: develop an understanding of the foreign exchange scenario (Understanding)

CO3: explain the process of global business strategies (Applying)

Module 1: Introduction to International Business

Introduction, Unit Objectives, Concept of Business, Overview of International Business, Introducing the Multinational Firm, Development of International Business, Comparison of Domestic and International Business, The Future of International Business

Module 2: International Business Environment

Introduction, Unit Objectives, The Concept of Political Environment, Socio - Cultural and ethical Environments, The Economic System, The Multinational Financial Environment

Module 3: The Foreign Exchange Scenario

Introduction, Unit Objectives, Foreign Exchange Market, Foreign Exchange Rate Risk

Module 4: Global Strategies of Business

Introduction, Unit Objectives, Basic Concept of Strategy, Introduction to Business- Level Strategies, Combination of Generic Business s Strategies, Tactics for Business Strategies, Strategies for International Business, Strategy for Global market Entry, Global Strategies of Business in India

Module 5: Global Strategies of Business

Introduction, Unit Objectives, Concept of Global Brands, Strategies for Global Brands, Building International Brands, Global Customer Behaviour, Global Scenario of Organizational Behaviour, Approaches to Organizational Behaviour

Suggested Readings

1. Wheelen, Thomas L , Hunger, J David & Rangarajan, Krish (2001) Concepts in Strategic Management & Business Policy, Pearson Education.
2. David, Fred R (2005), Strategic Management Concepts & Cases, PHI.
3. Global Marketing, 2e, Keegan, Warran J. and Mark C. Green, 2016, Pearson
4. International Marketing, 8e, Cateora, Philip R., Graham, John L. and Prashant Salwan, 2016, Tata McGraw Hill
5. International Marketing, 1e, Czinkota, Michael R. and Illka A. Ronkainen, 2015, Cengage Learning.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO 1	L		L	L
CO 2	L	L		L
CO 3	M		M	
CO 4	M	L	L	M

ENTREPRENEURSHIP MANAGEMENT

(4 credits- 60 Hours)

Objective: *The aim of this course is to orient the learners toward entrepreneurship as a career option towards business management*

Course/ Learning Outcomes

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

CO1: define the concept of entrepreneur. (Remembering)

CO2: classify different types of entrepreneurs and entrepreneurial ventures. (Understanding)

CO3: describe the dimensions of entrepreneurial orientation. (Applying)

CO4: identify strengths, weaknesses of oneself. (Analysing)

Module 1: The Challenge of Entrepreneurship

Foundations of Entrepreneurship, Power of Small Business, Failure and Avoiding Pitfalls, Creativity and Entrepreneurship

Module2: Making the Business Plan: Beginning Considerations

Strategic Management and Entrepreneur, Forms of Business Ownership, Franchising, Buying an Existing Business

Module3: Making the Business Plan: Marketing Considerations

Building a Powerful Marketing Plan, E- Commerce and the Entrepreneur, Integrated Marketing Communications, Pricing Strategies

Module 4: Making the Business Plan: Financial Considerations

Managing Cash Flow, Creating a Successful Financial Plan, Crafting a Winning Business Plan, Financing Small Business

Module 5: Women Entrepreneurship

Nature of Women Entrepreneurs, Women Entrepreneurship in India, Self Help Groups- Bangladesh Grameen Bank

Suggested Readings

1. Kuratko and Rao, Entrepreneurship: A South Asian Perspective, Cengage Learning.
2. Hisrich R, Peters M, Dean Shepherd, Entrepreneurship, McGraw Hill Education
3. Desai, Vasant. Dynamics of Entrepreneurial Development and Management. Mumbai, Himalaya Publishing House.
4. Dollinger, Mare J. Entrepreneurship: Strategies and Resources. Illinois, Irwin.
5. David H. Entrepreneurship: New Venture Creation. Prentice-Hall of India, New Delhi.
6. Singh, Nagendra P. Emerging Trends in Entrepreneurship Development. New Delhi: ASEED.
7. Khanka S S, Entrepreneurial Development, S. Chand & Co, Delhi.

Mapping of COs with Syllabus

COs	Module-1	Module-2	Module 3	Module 4
CO 1	H			
CO 2		H		
CO 3			H	M
CO 4			H	L

SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

(3 credits-45 Hours)

Objective: To familiarize the students with various concepts, tools and techniques that can be used for effective decision making. Emphasis will be on the applications part of the concepts

COURSE/LEARNING OUTCOMES

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

1. Define the basic concepts of investing in financial asset portfolios. (Remembering)
2. Illustrate the different theories which explain investment behaviour and trends. (Understanding)
3. Build a practical understanding of the things to be considered in making a buy/sell decision on financial assets. (Applying)
4. Examine trends and financial data to decide on the investment portfolios. (Analysing)

Module 1: Investment Concept and Features

Concepts Relating to Investment Objectives, Investment and Speculation, Investment and Gambling, Investment Constraints, Investment Process, Investment Opportunities, Process of Investment Decisions, Financial Markets and Investments, Investment Management, Behavioural Finance, and Investment

Portfolio Theory: Review of statistics, Statistical properties of returns, Mean- variance algebra, Implementation of portfolio theory.

Module 2: Capital Asset Pricing Model (CAPM)

CAPM, Black's CAPM, The use of CAPM.

Arbitrage Pricing Theory (APT): Factor models, Arbitrage pricing theory, Implementation of APT

Module 3: Market Efficiency

Why study market efficiency? Market efficiency issues, Joint tests and market efficiency, Relation between asset pricing models and market efficiency, Basic Concepts, Random Walk Theory, Weak Form of EMH, Predictability of Stock Returns – Empirical Evidence, Semi –Strong Form of EMH, Strong Form of EMH, Indian Experience, Market Inefficiencies, Maximization of Efficiency in a Market

Module 4: Equity Valuations

Purposes of equity valuation, Intrinsic value, Dividend discount models, Earnings and plowback, Basic Principles of Technical Analysis, Advantages of Technical Analysis, Criticism Against Technical Analysis, Technical Price Forecasting, Various Technical Indicators, Dow Theory, Elliot Wave Theory, Volume as Confirmation, Chart Patterns, Various Forms of Charting, Trend Reversal, Bullish Falling Wedge in an Uptrend, Neural Network Analysis, Technical Chart Software, Difference between Fundamental Analysis and Technical Analysis

Module 5: Mutual Funds

What is a mutual fund? Services of investment companies, Types of investment companies, Open vs. Closed End Mutual Funds, Exchange traded funds, Unit investment trusts

Hedge Funds: What is a hedge fund? Difference between hedge funds and mutual funds, Hedge fund fees, redemption restrictions, strategies etc.

Suggested Readings

1. Investments – Principles and Concepts, Jones, Wiley
2. Investments, Bodie, Kane and Marcus, McGraw Hill
3. Portfolio Management, Kevin, PHI
4. Modern Portfolio Theory and Investment Analysis, Elton, Gruber, Brown and Goetzmann, Wiley

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	L	L		L	L	L
CO 2	M		M			H
CO 3		L	M	M	M	L
CO 4		H	M	M	L	M

INTERNATIONAL FINANCIAL MANAGEMENT

(3 credits-45 Hours)

Objective: To familiarize the students with various concepts, theories of finance that can be used for effective decision making. Emphasis will be on the applications part of the concepts

COURSE/LEARNING OUTCOMES

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

1. List the different reasons why companies go global. (Remembering)
2. Compare and contrast the different modes of foreign direct investment like licensing vs. exporting. (Understanding)
3. Build a practical understanding of how investment risks can be reduced by hedging using derivatives. (Applying)
4. Examine techniques to minimize risks related to foreign exchange fluctuations in international transactions. (Analysing)

Module 1: Introduction

Finance Function, Emerging Challenges, Objectives of the Firm, and the Impact of Risk

Nature and Measurement of Exposure and Risk: Introduction, Exchange Rate and Interest Rate Volatility-Recent Experience, Exposure and Risk

Module 2: The Balance of Payments

Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, Meaning of "Deficit" and "Surplus" in the Balance of Payments, Importance BOP Statistics

International Monetary System: Introduction, Exchange Rate Regimes, International Monetary Fund (IMF), Problem of Adjustment, Economic and Monetary Union (EMU)

Module 3: Global Financial Markets and Interest Rates

Introduction, Domestic and Offshore Markets, Euromarkets, Interest Rates in the Global Money Markets, An Overview of Money Market Instruments, Introduction, Structure of the Foreign Exchange Market, Types of Transactions and Settlement Dates, Exchange Rate Quotations and Arbitrage, Forward Quotations, Pricing of Short-Date and Broken Date Contracts, Exchange Rate Regimes, and the Foreign Exchange Market in India

Module 4: Use of Derivatives in International Finance

Forwards, Swaps and Interest Parity, Currency Interest Rate Futures, Currency Options, Financial Swaps and Credit Derivatives

Module 5: Exposure Management

Introduction, Risk Management Process, Objectives of Hedging Policy, Organizational Issues, Information System for Exposure Management, Hedging, Speculation and Management of Transactions Exposure, Management of Operating Exposure, Management of Interest Rate Exposure FRAs, Interest Rate Caps and Floors

Suggested Readings

1. International Financial Management, PG Apte, McGraw Hill
2. Multinational Business Finance, David Eiteman, Arthur Stonehill, Michael Moffett, Pearson
3. Multinational Financial Management, Alan Shapiro, Wiley
4. International Financial Management, Madhu Viz, Excel Books

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	L	L		L	L
CO 2	M	M	L	L	L
CO 3	M	M	L	M	M
CO 4	M	M	L	M	L

ORGANIZATIONAL CHANGE AND DEVELOPMENT

(3 credits-45 Hours)

Objective: The objective of this paper is to provide the students an insight into the various concepts of organizational change and development

COURSE/LEARNING OUTCOMES

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

1. Define organizational change and organizational development and related terms (Remembering)
2. Explain organization and its environment and the various models of change (Understanding)
3. Apply the concept of organizational transformation in a practical work environment (Applying)
4. Analyze the role of change agents and organizational culture in organizational change and development (Analyzing)

Module 1: Introduction to Organizational Change- Overview of change, forces of change, changes due to global economic meltdown, types of change, theoretical frameworks of organizational change

Perspectives of organizational change- Environment-dependent organizational perspectives, process oriented perspectives, alternative perspectives

Module 2: Models of change

approaches to organizational development and change, process based change models, model of evolving managerial interpretations of change, content based models, integration of change models

Module 3: Organizational development

Organizational development- need of organization development, second generation OD- Organizational Transformation (OT), process of organizational development

Organizational transformation- emergence of OT, triggers of transformational change, analytical tools and techniques, strategic interventions, cultural interventions, organizational learning and knowledge management, IT/ICT driven or third generation interventions, HR interventions, Future trends for organizational transformation

Module 4: Resistance to organizational change

Concept of resistance, nature of resistance, factors contributing to resistance, mechanisms underlying resistance, Resistance: the behavioural elements, the cognitive and affective processes, recognizing resistance: the management's challenge, reducing resistance to change, managing resistance to change

Module 5: Roles of change agents and leadership

Skills required for the role of a change agent, level 5 leadership: Good to great

Implementing Organizational change- Skills for managing change, organizing for change: strategy

Suggested Readings

1. Organizational Theory, Design and Change- Text and Cases, 7e, Gareth R. Jones, 2017, Pearson
2. Organizational Development and Change, 10e, Thomas Cummings, 2015, Cengage Learning
3. Handbook of Psychology of Leadership and Organizational Change, 1e, H. Skipton Leonard, R. Lewis, Arthur M Freedman, and Jonathan Passmore, 2013, Blackwell Publishing
4. Organizational Change and Development, 3e, Kavita Singh, 2005, Excel Books

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H		L		L
CO2	H				
CO3		H			L
CO4	M		H		
CO5	M			H	M

EXECUTIVE COMMUNICATION

(3 credits- 45 Hours)

Objective: This course aims to provide students with an understanding of fundamental concepts of executive communication and its applications in the workplaces

Course/Learning Outcomes

1. Define business communication and list the different forms of communication (Remembering)
2. Describe, explain, and illustrate various aspects of communicating good and bad news (Understanding)
3. Develop and apply the skills of writing business letters, memos, emails, and reports, and making oral presentations (Applying)
4. Analyze the enablers and barriers of oral communication (Analyzing)

Module 1:Communication in the workplace

Role of communication in business, business communication process, six sigma communication

Writing process and introduction to business messages- process of writing, importance of readable formatting, letters, memorandums, email, text messaging, and instant messaging. Importance of adaptation, suggestions for selecting words, suggestions for non-discriminatory writing, care in sentence design and paragraph design

Module 2:Basics of report writing

Define reports, determining the report purpose, determining the factors, gathering the information needed, interpreting the findings, organizing the report information, writing the report, collaborative report writing

Module 3:Basics of report writing

Overview of report structure, characteristics of shorter reports, form of shorter reports, types of shorter reports, proposals. Organization and content of longer reports, prefatory parts, report proper, structural coherence plan, long analytical report illustrated

Module 4:Communicating good news and bad news

General direct plan, routine inquiries, general favourable responses, adjustment grants, order acknowledgements, claims, inquiries and responses about job applicants, operational communications.

Situations requiring indirectness, general indirect plan, refused requests, adjustment refusals, credit refusals, negative announcements

Module 5: Informal Oral Communication

Informal talking, conducting formal talking, conducting and participating in meetings, using the phone, using speech recognition for messages and reports, listening, reinforcing role of non-verbal communication

Suggested Readings

1. Business communication today, 8e, Bovée, C., & Thill, J., 2019, Pearson
2. Business communication, 2e, Bisen, V., & Priya., 2019, New Age International Ltd.
3. Business communication, 2e, Gopal, N., 2018, New Age International.
4. Contemporary business communication, 3e, Ober, S., 2014, Boston: Houghton Mifflin Co.

Mapping of COs to Syllabus

	Module1	Module2	Module3	Module 4	Module 5
CO1	H		L		L
CO2	L		M	H	
CO3	H	L			M
CO4	L	L		M	H

SEMESTER IV

COMPUTER APPLICATIONS IN BUSINESS

(4 credits- 60 Hours)

Objectives: To enable the student to become familiar with the mechanism for conducting business transactions through electronic means

COURSE/LEARNING OUTCOMES

After learning this course, the students will be able to:

1. Define different information systems used in organizations. (Remembering)
2. Compare and contrast different types of information systems that are chosen by different organizations given their specific requirements. (Understanding)
3. Make use of different theoretical models to choose IT solutions for solving business problems. (Applying)
4. Analyse various security and ethics related issues that arise due to the increased use of IT in organizations. (Analysing)
5. Create simple IT systems using basic software like spreadsheets. (Creating)

Module 1: Introduction: Organization, Management and the Networked Enterprise

Information Systems in Global Business Today, Global E-Business: How Businesses Use Information Systems, Information Systems, Organizations, and Strategy, Ethical and Social Issues in Information Systems

Module 2: Security and Encryption: Key System Applications for the Digital Age

Achieving Operational Excellence and Customer Intimacy: Enterprise Applications, E-Commerce: Digital Markets, Digital Goods, Managing Knowledge and Collaboration, Enhancing Decision Making

Module 3: Building and Managing Systems

Building Information Systems, Managing Projects, Managing Global Systems

Module 4: Information Technology Infrastructure

IT Infrastructure and Emerging Technologies, Foundations of Business Intelligence: Databases and Information

Management, Telecommunications, the Internet, and Wireless Technology, and Securing Information Systems.

Suggested Readings

1. Management Information Systems, 11e, Ken Laudon, 2017, Pearson
2. Management Information Systems, 4e, O'Brien, 2014, McGraw Hill
3. Management Information Systems — A Digital Firm Perspective, 4e, Jawadekar, 2014, McGraw Hill
5. Using MIS, 3e, Kroenke, David M, 2014, Prentice Hall
6. Information Technology for Management, Turban, McLean, and Wetherbe, 2015, Wiley
7. Principles of Information Systems, 4e, Stair and Reynolds, 2016, Course Technology
8. Any book on Microsoft Excel and Access

Mapping of COs to Syllabus:

COs	Module-1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	H	M				
CO 2		H	M	L		
CO 3					H	M

E-COMMERCE

(3 credits- 45 Hours)

Objectives: To enable the student to become familiar with the mechanism for conducting business transactions through electronic means

COURSE/LEARNING OUTCOMES

After learning this course, the students will be able to:

1. Interpret the basic concepts and technologies used in the field of E-Commerce.(Remembering)
2. Explain the different regulatory provisions relating to E-Commerce. (Understanding)
3. Develop processes of developing and implementing information systems. (Applying)
4. Define the ethical, social, and security issues of information systems. (Analysing)
5. Evaluate the various online business transactions (Evaluating)

Module 1: Introduction

Introduction to Electronic Commerce, E-Commerce vs E-Business, Advantages of E-commerce, Disadvantages of E-commerce, Transition to E-commerce in India

Technology used in E-commerce: The dynamics of world wide web and internet (meaning, evolution and features); Designing, building and launching e-commerce website (A systematic approach involving decisions regarding selection of hardware, software, outsourcing vs. in-house development of a website)

Module 2: Security and Encryption:

E-commerce security environment: dimension, definition and scope of e- security, security threats in the E-commerce environment, technology solutions, business procedures, and public laws

Module 3: IT Act 2000 and Cyber Crimes

IT Act 2000: Definitions, Digital signature, Electronic governance, Attribution, acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Penalties and adjudication, Appellate Tribunal, Offences and Cyber-crimes

Module 4: E-payment System

Digital Payment Requirements, Digital Token-based e-Payment Systems, Smart Card Cash Payment System, Micropayment Systems, Electronic Cash, Risk and e-Payment Systems, Designing e-Payment Systems.

Module 5: On-line Business Transactions

Business Model, E-business Models Based on the Relationship of Transaction Parties: Business-to-Consumer (B2C), Business-to-Business (B2B), Consumer-to-Consumer (C2C), Consumer-to-Business (C2B), E-business Models Based on the Relationship of Transaction Types: Brokerage Model, Aggregator Model

Module 6: Website designing

HTML basics, elements, attributes, formatting, CSS, links, images, tables, lists, block, inline, JavaScript basics, forms, inputs.

Note: There shall be 3 Credit Hrs. for lectures + One Credit hour. (2 Practical periods per week per batch) for Practical Lab

Suggested Readings

1. Kenneth C. Laudon and Carlo GuercioTraver, E-Commerce, Pearson Education.
2. David Whiteley, E-commerce: Strategy. Technology and Applications, McGraw Hill Education
3. Bharat Bhaskar, Electronic Commerce: Framework, Technology and Application, 4thEd., McGraw Hill Education
4. Joseph P T, E-Commerce: An Indian Perspective, PHI Learning
5. Bajaj K K and Debjani Nag, E-commerce, McGraw Hill Education
6. Chhabra T N, E-Commerce, Dhanpat Rai Co.
7. Madan Sushila, E-Commerce, Taxmann

Mapping of COs to Syllabus:

COs	Module-1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 1	H	M				
CO 2		H	M	L		
CO 3					H	M

RETAIL MANAGEMENT

(3 credits-45 Hours)

Objective: This course is aimed to provide the knowledge on scope of retail management and its functions and applications in the work places

COURSE/LEARNING OUTCOMES

After learning this course, the students will be able to:

1. Demonstrate strong conceptual knowledge in the area of Retail and Retailing management
2. Demonstrate understanding of critical aspects of Retailing management and its application
3. Demonstrate analytical skills in identification and resolution of problems pertaining to a retail business.
4. Demonstrate understanding of various retail strategy and its applications.

Module 1: Introduction to the world of retailing

Defining Retailing Social and Economic Significance of Retailing, Retailing View: Socially Responsible Retailers, Structure of Retailing and Distribution Channels Around the world, Opportunities in Retailing, Retailing View: Sam Walton, Founder of Wal-Mart (1918-1992), The Retail Management Decision Process.

Types of Retailers-

Retailing View: Rent some Luxury Food Retailers, Retailing View: ALDI: Provides Excellent Value in the United States, General Merchandise Retailers, Retailing View: Specializing in Everything Video Games..Buy, Play, Sell Services Retailing, Types of ownership, Retailing View: Tart Frozen yogurt-The Sweet Franchise.

Module 2: Retail market strategy

Target Market and Retail Format, Building a Sustainable Competitive Advantage, Retailing View: The IKEA Way, Retailing View: The Container Store- Building a Competitive Advantage By Selling Products That Make Life Simpler, Growth Strategy, Global Growth Opportunities, Retailing View: The Fashion Mavens Are Men in India, The Strategic Retailing Planning Process , Retailing View: Hot Topic Emphasizes In the Indie Music.

Module 3: Information system and supply chain management

Creating Strategic Advantage through Supply Management And Information System, View: Zera Delivers Fast Fashion, The Flow of Information And Products In A Supply Chain, The Distributer Center, Retailing View: How Netflix Makes Sure You Enjoy Your Movie, System design issues, Collaboration between retailers and vendors in supply chain management, Retailing View: quick response and efficient consumer response, Retailing View: West Marine Uses CPFR to Build a Competitive Advantage, Radio Frequency Identification, Retailing View: RFID at American Apparel.

Module 4: Managing the merchandise planning process

Merchandise management overview, Retailing View: Fast fashion at MANGO, Forecasting Sales, Retailing View: Weather's Effect on Retail Sales, Forecasting Fashion Merchandise Categories, Developing an Assortment Plan Setting Inventory and Product Availability Levels, Establishing a Control System For Managing Inventory Allocating Merchandise to Stores, Retailing View: Customer Centric Merchandise Allocation at Sakes Fifth Avenue, Analyzing Merchandise Management Performance, Retailing View: Home Depot Takes Vendor Evaluation Seriously.

Suggested Readings

1. Retailing Management – Text and Cases, 2nd ed., Swapna Pradhan, McGraw Hill
2. Retail Management, 2nd Ed., Bajaj, Tuli, and Srivastava, Oxford
3. Retailing Management, 3rd ed., Levy, Weitz, Pandit, Tata McGraw Hill
4. Retailing management: A Strategic Approach, 3rd Ed., Berman, B., and Evans, J.R., Prentice Hall

Mapping of COs to Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO 1	H				
CO 2		H			
CO 3			H		
CO 4				H	M

PROJECT MANAGEMENT

(3 credits- 45 Hours)

Objective: This course aims at acquainting the students with the functions of project management and basic issues and tools of managing the business organisations

COURSE/LEARNING OUTCOMES

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

1. Define Project Management, related terms and core concepts. (Remembering)
2. Understand and explain the fundamental project concepts, theories and principles in the area of project management. (Understanding)
3. Apply the knowledge, concepts and tools necessary to overcome challenges and issues of projects in a competitive and dynamic space. (Applying)
4. Analyze the environment and strategies of project organizations utilizing different concepts and tools under different environmental conditions, resource availability and constraints. (Analyzing)
5. Evaluate strategies and tools used by project organizations under different resource conditions and constraints. (Evaluating)

Module 1: Introduction to project management

Defining Project; Programme and Portfolio; Project vs. Routine operations; Need for undertaking projects; Project life cycle; Importance of Project Management and the Project Manager; Concept of project, integration Management.

Project management structures, choosing the right structure, organizational culture, implications and influence of culture on project management

Module 2: Defining the project and Estimating Project Time & Cost

Project scope, Project priorities, Work Breakdown Structure, Organization Breakdown structure, WBS-OBS integration, Project Communication. Estimation process, Types of estimates, Project time, Project cost, types of costs, method of estimation

Module 3: Project Planning and Scheduling Resources and Costs

Project network, Developing AON networks, CPM, Identifying and Analyzing Critical Path Scheduling problem, Project Constraints, Resource allocation methods, Benefits of Scheduling,

Module 4: Reducing Project Duration and Managing Project Risks (12 Lectures)

Options for Accelerating project completion, Laddering, Using Time Lags, Crashing a project, multi-project scheduling and resource allocation Risk management steps, Responding to risks, Contingency Planning, CPM/PERT

Module 5: Project Progress and Performance, Project Feasibility and Project Financing

Project monitoring system, Progress reporting, Project control process, Monitoring Time performance, Baseline Gantt Charts, Control charts, Monitoring cost performance, Earned Value, Variance Analysis, Project monitoring indices.

Project Operating cash flows, Project viability evaluation, financial and non-financial project selection criteria, Concepts of NPV, BCR, IRR, PBP, ARR, and Sources of project finance.

Suggested Readings

1. Clifford, F. Gray, Erik W. Larson and Gautam V. Desai, Project Management —The Managerial Process, McGraw Hill, India
2. Prasanna Chandra, Projects — Planning, Analysis, Selection, Financing Implementation and Review, Tata McGraw Hill, India.
3. Kerzner Harold, Handbook of Project Management, CBS Publisher, New Delhi
4. Jeffrey, K. Pinto, Project Management, Pearson Education
5. K. Nagarajan, Project Management, New Age International Pvt. Ltd.

Mapping of COs with Syllabus

COs	Module 1	Module 2	Module 3	Module 4
CO1	H		L	L
CO2	H	M	L	

CO3	H		L	L
CO4	H	M	M	
CO5		H	L	L

PROJECT APPRAISAL AND FINANCE

(3 credits- 45 Hours)

Objective: This course aims at imparting the students with relevant knowledge, principles, and practices of human resource management so as to groom them as competent contributors in the workforce, ready to occupy managerial and administrative positions in various organizations.

COURSE/LEARNING OUTCOMES

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

1. Define basic terms related to project appraisal, project financing and risk management. (Remembering)
2. Demonstrate confidence to handle complex projects. (Understanding)
3. Apply basic knowledge of forecasting and financing in project planning. (Applying)
4. Analyse sources of finances for a project. (Analysing)
5. Evaluate implications of risk management for successful project implementations. (Evaluating)

Module 1: Project Appraisal

Analysis of industry, market structure and competitive intent. Evaluating technical feasibility and project dependencies. Estimation of costs and benefits. Validation of forecasts. Discounting and non-discounting financial criteria. Strategic basis for taking capital budgeting decisions.

Module 2: Project Finance

Sources of finance. Financial structuring for a project — various options. Cost of capital in project evaluation. Structuring infrastructure project.

Module 3: Project Risk Analysis

Managing risks arising out of project dependencies. Dealing with country risk, market risk, technology risk, etc. Risk adjustment to discount rate. Use of simulation in risk analyses.

Suggested Readings

1. Project Financing (Asset-based Financial Engineering), 1e, Finnerty, John, 2015, Wiley-India.
2. Cost-Benefit Analysis: Concepts and Practice, 2e, Boardman, AE, D Greenberg, AR Vining & DL Weimer, 2015, Pearson.
3. Project Appraisal and Financing, 2e, Gupta, Ambrish, 2017, Prentice Hall India.
4. Projects, 5e, Chandra, Prasana, 2017, McGraw Hill India
5. Corporate Finance, 10e, Ross, Westerfield, and Jaffe, 2019, McGraw Hill

Mapping of Cos with Syllabus

COs	Module 1	Module 2	Module 3	Module 4	Module 5
CO1	H				
CO2		H			
CO3			H		
CO4			H		
CO5				H	

PROJECT WORK

(4 Credits - 60 Hours)

Objective: *The objective of the course would be to educate the students about the various dimensions of a research based project work.*

Course / Learning Outcomes

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

- CO1: define the different types of research project. (Remembering)
- CO2: explain the various steps of designing research project (Understanding)
- CO3: build questionnaires and schedules (Applying)
- CO4: assess the data for analysis (Analyzing)
- CO5: appraise the findings in the report (Evaluating)
- CO6: design a research project report (Creating)

The project work will comprise of the following:

1. Synopsis: Submission of a write up on a specific area/topic of study
2. Review of Literature: Submission of a specified number of reviews to respective guide
3. Research Methodology: Lecture based on the topic of study
4. Referencing Style: Lecture on referencing style to be followed while submitting report
5. Training on application of Statistical software used in research
6. Submission of Progress Report

Report should comprise of Introduction, Review of Literature, Research Methodology and References. EVALUATION:

Evaluation will consist of the following aspects as given below:

- Introduction (20 marks)
- Review of Literature (20 marks)
- Research Methodology (20 marks)
- Data Analysis and Interpretation (20 marks)
- Findings and Conclusion (20 marks)

Mapping of COs to Syllabus

COs	Module I	Module II	Module III	Module IV	Module V
CO1	M				
CO2		M			
CO3			H	M	
CO4				H	
CO5				H	
CO6					H