



**SBRR MAHAJANA FIRST GRADE COLLEGE (Autonomous)  
POST GRADUATE WING  
(Accredited by NAAC with 'A' grade)**

**Pooja Bhagavat Memorial  
Mahajana Education Centre.**

**Affiliated to University of Mysore.**

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**MBA (Autonomous) Regulations**

**w.e.f. 2020 – 2021**

**DEPARTMENT OF STUDIES IN**

**BUSINESS ADMINISTRATION**

**PROGRAMME CURRICULUM & REGULATIONS GOVERNING**  
**MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE**  
**COURSEPROGRAMME**

**W.E.F 2019**

**AS PER UGC GUIDELINES ON ADOPTION OF CHOICE BASED CREDITSYSTEM**

**1. Programme Title**

The Programme shall be called ‘Master of Business Administration Degree Programme’. The duration of the Programme is two years consisting of four semesters; two semesters in each year. A candidate joining the Programme shall pursue prescribed Programme of studies.

**2. Eligibility for Admission**

Any graduate or postgraduate in arts, science, commerce, business management, allied sciences, engineering and technology, medical sciences of this University or from any other university considered equivalent thereto shall be eligible for admission to the Programme. Further the applicant shall have a minimum of 50% in the qualifying examination. A relaxation of 5% is available for SC/ST & Cat-I candidates. Selection of candidates to the Programme shall be done as per rules of the University and Government of Karnataka.

**3. Programme Content and Instruction**

**Programme content:** The Programme comprises of course of study, internship, project work and field work as prescribed.

Pedagogy includes lectures, case studies, group discussions, quizzes, seminars, computer practical, summer internship, factory visits etc.

- a) Courses in the programme are of three types: Core (C), Foundation (F) and Electives (E):

**Core (C):**Core Course is the course, which is to be compulsorily studied by a student as a core requirement to complete the programme. Business Familiarization Report (BFR) and Project Report are part of the core courses.

**Foundation (F):** Foundation (F) courses are the courses based upon the contents that lead to knowledge enhancement that are mandatory for all disciplines.

**Elective (E):** Elective Course is a course, which can be chosen from a group of papers.

- b) **Internship and Business Familiarization Report (BFR):** In the beginning of the

third semester, the students shall undertake team based internship in a business firm and prepare a Business Familiarization Report under the guidance of a faculty member. The report shall be submitted before the commencement of the third semester examinations.

- i) Internship in a year cannot be for a continuous period of more than 4 weeks in a given academic year.
- ii) Internship undergone during academic classes shall not be considered
- iii) Each students shall maintain internship dairy
- iv) Certificates (Color Photocopy) of each internship shall be submitted to the department along with there port

Details to mention on the Certificate:

- i) Students name and registration number
  - ii) Name of the institution/organization and duration of internship with date
  - iii) Date, seal and signature of the authority.
- c) **Project:** Each candidate shall carry out the project work independently as per Scheme of Teaching and Examinations under the guidance of one of the faculty members of the Department in the Institution of study.

The topic and title of the dissertation shall be chosen by the candidate in consultation with the guide. The subject and topic of the dissertation shall be from the major field of studies of the candidate. Modification of only the title but not the field of work may be permitted at the time of final submission of dissertation report during IV semester. If dissertation has to be carried out in any industry/R&D labs/business organizations, outside the campus, permission shall be taken from the HoD to that effect.

#### **4. Attendance and Conduct**

The Programme is a full time Programme and students **SHALL NOT** take up any employment/course, part time or full time during their study. Students found violating this rule shall be removed from the Programme. Minimum attendance of 75% of actual working hours is required in each course. A student who does not satisfy the requirements of attendance and conduct shall not be permitted to appear for the examination in the concerned course.

#### **5. (a) Evaluation**

Evaluation of each course is divided into continuous assessment (CA) and end term examination with marks allocated as shown in the table. Continuous assessment will be carried out in two stages: One after the eight weeks of instructions designated as C1, the

second, after sixteen weeks of instruction designated as C2. The end of term examination designated as C3 will be held between eighteenth and twentieth week of the semester. Marks will be awarded on the basis of continuous assessment that include announced and surprise tests, term papers / seminars / quizzes / case discussions, viva and practical's.

The breakup of marks will be as follows:

a.	C1 (Covering the first two units)	–	15Marks
b.	C2 (Covering the next two units)	–	15Marks
c.	C3 (Covering all the units)	–	70 Marks
	<b>Total</b>	<b>–</b>	<b>100Marks</b>

Term end examination (C3) will be of 3 Hours duration for each subject.

Setting questions papers and evaluation of answer scripts.

- I. Questions papers in three sets shall be set by the internal examiner for a course. Whenever there are no sufficient internal examiners, the Chairman of BoE shall get the questions papers set by external examiners.
- II. The Board of Examiners shall scrutinize and approve the question papers and scheme of valuation.
- III. Questions not to be set from practical components area in the C3 examination of the concerned course.
- IV. There shall be valuation for all theory papers by examiner. In case a candidate secures less than 30% in C1 and C2 put together in a course, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course. In case a candidate's class attendance in a course is less than 75% or as stipulated by the University, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course.

### **Example**

$C1+C2 = (15+15=30 \text{ Marks})$ , 30% of 30Marks =9 Marks (\*) (Qualifying Marks)

\*Less than 9 Marks in C1+C2 is Drop, More than 9 Marks in C1+C2 is Pass

Teachers offering the courses will place the above details in the Department Council meeting during the last week of the semester, before the commencement of C3, and subsequently a notification pertaining to the above will be brought out by the Chairman of the Department before the commencement of C3 examination. A copy of this notification shall also be sent to the office of the Registrar and Deputy Registrar (Evaluation).

In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKEUP option. In case a candidate secures more than or equal to 30% in C3, but his/her grade (G) = 4, then he/she may be declared to have been conditionally successful in this course, provided that such a benefit of conditional clearance based on G=4 shall not be availed for more than 8 credits for the entire programme of Master's Degree of two years. In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKE-UP option.

### **Example**

C3= 70 Marks, Eligible is 30% of 70 Marks is 21 (\*)

\*Less than 21 is Drop and more than 21 is Pass

The candidate has to exercise his/her option to DROP immediately within 10 days from the date of notification of results.

A MAKE UP examination for odd semester courses will be conducted along with next regular odd semester examinations and for even semester courses along with a next regular even semester examinations. If a candidate is still unsuccessful, he/she may opt for DROP or again take up MAKE UP examination; however, not exceeding double the duration norm in one stretch from the date of joining the course.

A candidate has to re-register for the DROPPED course when the course is offered again by the department. A candidate who is said to have DROPPED project work has to re-register for the same subsequently within the stipulated period. The details of any dropped course will not appear in the grade card.

The tentative / provisional grade card will be issued by the Controller (Evaluation) at the end of every semester indicating the courses completed successfully. This statement will not contain the list of DROPPED courses.

Upon successful completion of Master's degree a final grade card consisting of grades of all courses successfully completed by the candidate will be issued by the Controller (Evaluation).

### **5.(b) Evaluation of courses with credit 1.**

Evaluation of courses with credit 1 (Computer Applications in Management, Skill Development Programme-1, Skill Development Programme-2, Skill Development Programme-3) will be evaluated for 50 marks through internal valuation.

### **6. Evaluation of Business Familiarization Report (BFR) and Final Project Report**

BFR will be evaluated by the concerned guide, for 50 marks through internal valuation.

Each Final project report will be evaluated for 70 marks by internal and external

examiners. The guide ordinarily shall be the internal examiner. A viva-voce on the project report for 30 marks will be conducted by a board of three members constituted by the Chairman, BOE from the approved list of examiners.

#### 7. Calculation of Cumulative Grade point Average(CGPA)

The grade and the grade point earned by the candidate in the course will be as given below

Marks	Grade	Grade Point (GP = V x G)
30 – 39	4	V*4
40 – 49	5	V*5
50 – 59	6	V*6
60 – 64	6.5	V*6.5
65 – 69	7	V*7
70 – 74	7.5	V*7.5
75 – 79	8	V*8
80 – 84	8.5	V*8.5
85 – 89	9	V*9
90 – 94	9.5	V*9.5
95 – 100	10	V*10

Here, P is the percentage of marks,  $P = [(C1+C2) + C3]$  secured by a candidate in a course which is rounded to nearest integer. V is the credit value of course. G is the grade and GP is the grade point.

A candidate can withdraw any course within in ten days from the date of notification of final results. Whenever a candidate withdraws a course, he/she has to register for the same course in case it is hard core course, the same course or an alternate course if it is soft core/open elective. A DROPPED course is automatically considered as a course withdrawn.

Overall cumulative grade point average (CGPA) of a candidate after successful completion the required number of credits (89) is given by

$$CGPA = \Sigma GP / \text{Total number of credits}$$

Only such students, who successfully earn 89 credits in 4 semesters, without break, shall be considered for declaration of ranks and or medals.

## 8. Declaration of results

The final grade point (FGP) to be awarded to the student is based on CGPA secured by the candidate and is given as follows.

CGPA	FGP	
	Numerical Index	Qualitative Index
$4 \leq \text{CGPA} < 5$	5	SECOND CLASS
$5 \leq \text{CGPA} < 6$	6	
$6 \leq \text{CGPA} < 7$	7	
$7 \leq \text{CGPA} < 8$	8	FIRST CLASS
$8 \leq \text{CGPA} < 9$	9	
$9 \leq \text{CGPA} \leq 10$	10	DISTINCTION

Overall percentage =  $10 \times \text{CGPA}$  or is said to be 50% in case  $\text{CGPA} < 5$

### EXAMPLE

Sl.No	Title of the Course	Grade (G)	Credit Value (V)	Grade Point (GP)	GP = V x G
1.	XXX	30 – 39	3	4	12
2.	XXX	40 – 49	4	5	20
3.	XXX	50 – 59	4	6	24
4.	XXX	60 – 64	4	6.5	24.5
5.	XXX	65 – 69	4	7	28
6.	XXX	70 – 74	3	7.5	21.5
7.	XXX	75 – 79	3	8	24
			25		154

Total no of credits = 25

$\text{CGPA} = \frac{\sum \text{GP}}{\text{Total number of credits}}$

$\text{CGPA} = 154 / 25 = 6.16 = \text{FIRST CLASS}$

(Note: As per the Section 7 & 8)

## 9. Medium of Instruction

The medium of instruction shall be English. However, a candidate will be permitted to write the examination in English. This rule is not applicable to languages.

10. In case of any discrepancy, the general provisions of CBCS and Continuous Assessment and Grading Pattern (CAGP) of the University of Mysore will be applicable.

**DEPARTMENT OF STUDIES IN BUSINESS ADMINISTRATION CHOICE  
BASED CREDIT SYSTEM- 2019 – 2020**

**MBA Programme Structure and Syllabi Minimum Credits required for MBA  
Degree**

I to IV Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
	16	62	04	06	07	21	27	89

**Minimum Credits to be registered by a student in a normal phase to successfully  
complete MBA degree in four semesters**

Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
I	06	23	01	01	00	00	07	24
II	05	20	02	04	00	00	07	24
III	03	10	01	01	03	09	07	20
IV	02	09	00	00	04	12	06	21
Total	16	62	04	06	07	21	27	89



**Semester – I**

<b>Sl No</b>	<b>Title of the Course</b>	<b>Core/ Foundation</b>	<b>L.T.P</b>	<b>CREDIT</b>	<b>Teaching hour per week</b>
<b>01</b>	<b>Management Theory and Practices</b>	<b>Core</b>	<b>3:0:1</b>	<b>4</b>	<b>5</b>
<b>02</b>	<b>Organizational Behavior</b>	<b>Core</b>	<b>3:0:1</b>	<b>4</b>	<b>5</b>
<b>03</b>	<b>Corporate Economics</b>	<b>Core</b>	<b>3:0:1</b>	<b>4</b>	<b>5</b>
<b>04</b>	<b>Accounting for Managers</b>	<b>Core</b>	<b>3:1:0</b>	<b>4</b>	<b>5</b>
<b>05</b>	<b>Business Communication</b>	<b>Core</b>	<b>2:0:1</b>	<b>3</b>	<b>4</b>
<b>06</b>	<b>Statistics for Management</b>	<b>Core</b>	<b>3:0:1</b>	<b>4</b>	<b>5</b>
<b>07</b>	<b>Computer Applications in Management</b>	<b>F</b>	<b>0:0:1</b>	<b>1</b>	<b>2</b>
<b>08</b>	<b>Skill Development Pogram-1*</b>	<b>F</b>	<b>0:0:1</b>	<b>1</b>	<b>2</b>

\* A Student shall choose any one Foundation Course

**Semester - II**

<b>SL. No</b>	<b>Title of the Course</b>	<b>Core / Foundation</b>	<b>L:T:P</b>	<b>CREDIT</b>	<b>Teaching hour per week</b>
<b>01</b>	<b>Marketing Management</b>	<b>Core</b>	<b>3:0:1</b>	<b>4</b>	<b>5</b>
<b>02</b>	<b>Human Resource Management</b>	<b>Core</b>	<b>3:0:1</b>	<b>4</b>	<b>5</b>
<b>03</b>	<b>Corporate Finance</b>	<b>Core</b>	<b>3:0:1</b>	<b>4</b>	<b>5</b>
<b>04</b>	<b>Business Research Methods</b>	<b>Core</b>	<b>3:0:1</b>	<b>4</b>	<b>5</b>
<b>05</b>	<b>Operations Management</b>	<b>Core</b>	<b>3:0:1</b>	<b>4</b>	<b>5</b>
<b>06</b>	<b>Legal aspects of Business</b>	<b>F</b>	<b>2:0:1</b>	<b>3</b>	<b>4</b>
<b>07</b>	<b>Skill Development Program-2</b>	<b>F</b>	<b>0:0:1</b>	<b>1</b>	<b>2</b>

**Semester - III**

<b>Sl.No</b>	<b>Title of the Course</b>	<b>Core/ Foundation/ Elective</b>	<b>L:T:P</b>	<b>Credit</b>	<b>Teaching hour per week</b>
01	Strategic Management	Core	3:0:1	4	5
02	Entrepreneurship & Quality Management	Core	2:0:2	4	4
03	Elective 1	E	2:0:1	3	4
04	Elective 2	E	2:0:1	3	4
05	Elective 3	E	2:0:1	3	4

06	Business Familiarization Report	Core	0:0:2	2	
07	Skill Development - 3	F	0:0:1	1	

**Electives: Group - I**

Sl.No	Title of the Course	Elective	L:T:P	Credit	Teaching hour per week
01	Consumer Behavior	Elective – I	2:0:1	3	4
02	Sales and Logistics Management	Elective – II	2:0:1	3	4
03	Advertising and Sales Promotion Management	Elective – III	2:0:1	3	4

**Electives: Group - II**

Sl.No	Title of the Course	Elective	L:T:P	Credit	Teaching hour per week
01	Strategic Financial Management	Elective – I	2:0:1	3	4
02	Financial Markets and Service	Elective – II	2:0:1	3	4
03	Investment Analysis and Portfolio Management	Elective - III	2:0:1	3	4

**Electives: Group - III**

Sl. No	Title of the Course	Elective	L : T : P	Credit	Teaching Hour per week
1	Personal Growth & Interpersonal Effectiveness	Elective – I	2 : 0 : 1	3	4
2	Organizational Change & Development	Elective – II	2 : 0 : 1	3	4
3	Training & Development	Elective - III	2 : 0 : 1	3	4

**Electives: Group-IV**

<b>Sl. No</b>	<b>Title of the Course</b>	<b>Elective</b>	<b>L : T : P</b>	<b>Credit</b>	<b>Teaching Hour per week</b>
1	Fundamentals of CSR	Elective – I	2 : 0 : 1	3	4
2	Social Development Issues and Challenges	Elective – II	2 : 0 : 1	3	4
3	Corporate Governance and Ethics	Elective - III	2 : 0 : 1	3	4

**Electives: Group-V**

<b>Sl. No</b>	<b>Title of the Course</b>	<b>Elective</b>	<b>L : T : P</b>	<b>Credit</b>	<b>Teaching Hour per week</b>
1	Tourism Management	Elective – I	2 : 0 : 1	3	4
2	Global Tourism Geography	Elective – II	2:1:0	3	4
3	Hotel Operations & Management	Elective - III	2 : 1:0	3	4

**Semester - IV**

<b>Sl.No</b>	<b>Title of the Course</b>	<b>Core/Elective</b>	<b>L:T:P</b>	<b>Credit</b>	<b>Teaching hour per week</b>
01	Event Management	Core	1:0:2	3	5
02	Elective 4	E	2:0:1	3	4
03	Elective 5	E	2:0:1	3	4
04	Elective 6	E	2:0:1	3	4
05	Elective 7	E	2:0:1	3	4
06	Project	C	0:0:6	6	

**Electives: Group-VI**

<b>Sl.No</b>	<b>Title of the Course</b>	<b>Elective</b>	<b>L:T:P</b>	<b>Credit</b>	<b>Teaching hour per week</b>
01	Brand Management	Elective - IV	2:0:1	3	4
02	Industrial Marketing	Elective - V	2:0:1	3	4
03	Services Marketing	Elective - VI	2:0:1	3	4
04	International Marketing	Elective - VII	2:0:1	3	4

**Electives: Group - VII**

<b>Sl.No</b>	<b>Title of the Course</b>	<b>Elective</b>	<b>L:T:P</b>	<b>Credit</b>	<b>Teaching hour per week</b>
01	Merger and Acquisition	Elective - IV	2:0:1	3	4
02	Derivatives	Elective - V	2:0:1	3	4
03	International Finance	Elective - VI	2:0:1	3	4
04	Taxation	Elective - VII	2:0:1	3	4

**Electives: Group - VIII**

<b>Sl. No</b>	<b>Title of the Course</b>	<b>Elective</b>	<b>L : T : P</b>	<b>Credit</b>	<b>Teaching hour per week</b>
01	Strategic Human Resource Management	Elective - IV	3 : 0 : 0	3	3
02	Industrial Labour Legislation	Elective - V	2 : 0 : 1	3	4
03	Industrial Relations	Elective - VI	2 : 0 : 1	3	4
04	Managing Knowledge Workers	Elective - VII	3 : 0 : 0	3	3

**Electives: Group-IX**

<b>Sl. No</b>	<b>Title of the Course</b>	<b>Elective</b>	<b>L : T : P</b>	<b>Credit</b>	<b>Teaching Hour per week</b>
01	Brand Management	Elective - IV	2 : 0 : 1	3	3
02	International Business and CSR	Elective - V	2 : 0 : 1	3	4
03	Sustainability & Stakeholder Management	Elective - VI	2 : 0 : 1	3	4
04	Industrial Relations	Elective - VII	2 : 0 : 1	3	3

**Electives: Group -X**

<b>Sl. No</b>	<b>Title of the Course</b>	<b>Elective</b>	<b>L : T : P</b>	<b>Credit</b>	<b>Teaching Hour per week</b>
01	Travel Agency & Transport Management	Elective - IV	2 : 0 : 1	3	3
02	International Tourism	Elective - V	2 : 0 : 1	3	4
03	Tourism Planning & Development	Elective - VI	2 : 0 : 1	3	4
04	Meeting, Incentive, Conference & Exposition (MICE) Tourism	Elective - VII	2 : 0 : 1	3	3

**\*L = Lecture – 1 hour of lecture per week**

**in a semester**

**= 1 Credit**

**\*S/T/FW = Seminars/Tutorials/Field Work**

**– 2 Hours of seminars/tutorial/field work**

**per week in a semester**

**= 1 Credit**

**\*P = Practical – 2 hours of practical**

**per week in a semester**

**= 1**

**Credit**

**\*\* Elective Groups:**

Any one group from the available Elective Groups shall be selected by a student at the commencement of III Semester. Once a group has been selected, no change in the selected group will be allowed later in the fourth semester. The Department will announce at the end of the second semester, any one or more Elective Groups which will be offered during III and IV semesters depending upon the availability of faculty members and the demand for elective groups. An Elective Group can be offered if there are minimum ten students opting for that group.

\*\*\*A student shall register for Business Familiarization Report in third semester which carries 2 credits. In the fourth semester project work must be carried out for preparing the final project work report which carries 6 credits.

## Management Theory & Practices

Nature	Area	Semester	
Core	General Management	I	
Course code	Course Name	Credit / Distributions	
	Management Theory & Practices	(L-3:T-0:P-1) Credit = 04	
		C1+C2	30 Marks
		C3	70 Marks

### Course Objectives:

- ❖ To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management.
- ❖ To understand the basic concepts & theories of Management
- ❖ To enumerate the Importance of various structural forms in organizations
- ❖ To understand the importance of various dimensions of controls employed in organizations

### Unit –I: Management

**16**

**Hours Management** Definition of Management, Nature and Scope of Management, Basic functions of Management, Management as a process. Evolution of management theory and practice from Taylor, Fayol, to the present day. Neo-Classical-Mayo & Hawthorne Experiments. Modern era – system & contingency approach, managerial skills, Professional code of conduct & ethics in management..

### Unit–II: Planning & Decision making

**10**

**Hours** Nature and purpose, Planning process - Types of plans- Objectives - Managing by Objective (MBO) strategies - Types of strategies & Policies – Decision Making- Types of decision. Process – Decision making under different conditions.

### Unit – III:Organizing

**10**

**Hours** Nature and purpose of organizing- Organization structure - Line and staff authority Departmentation & Bases of Departmentation - Span of control - Centralization and decentralization- Delegation of authority – Span of Management – Informal Organisation & Grapevine. Impact of Technology on Organisation structure.

### Unit–IV: Coordination

**10**

**Hours** Features of Coordination, Principles of Coordination, Coordination – The Essence of Management, Process of coordination in Management, Elements of coordination,

## **Unit – V: Controlling**

**10**

**Hours** Managerial Control, Relationship between Planning and Control, Limitations of Control, Feedback, Types of Control Systems and Techniques, Management by Exception, Budgetary Control, Functional and Dysfunctional aspects of Budgetary Control, Internal Control Systems, Internal Audit and Management Audit.

### **Practical Components:**

- Study 5 companies and enumerate different types of organizational structures
- Visit 5 companies and study their system of delegation of responsibilities
- Visit 5 companies to study the control systems employed to enhance organizational performance.

### **Reference Books**

- Essentials of Management-Koontz and O'Donnell. E-McGraw Hill,
- Introduction to Management-Fred Luthans-McGraw
- The Practice of Management-Peter.F.Drucker
- Management-Stoner, Freeman and Gilbert

### **Other Reference Books**

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11th edition, 2008.
2. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
3. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.



## ORGANIZATIONAL BEHAVIOR

<b>Nature</b>	<b>Area</b>	<b>Semester</b>	
Core	Human Resource	<b>I</b>	
<b>Course Code</b>	<b>Course Name</b>	<b>Credit/Distributions</b>	
	Organizational Behavior	(L-3:T-0:P-1) Credit = 04	
		C1+C2	30 Marks
		C3	70 Marks

### Course Objectives

1. To Analyze the behavior of Individuals and Groups in organization in terms of the Key Factors that influence Organizational behavior
2. To Assess the potential effect of organizational factors (Structure, Culture, Change) on OB
3. To Critically examine the potential effects of important developments in external environments on OB
4. To Analyze the organizational behavior issues in the context of Organizational Behavioral theories, Models and Concepts

### Unit I: Organizational behavior

**08**

#### Hours

Definition, Key elements of OB, Nature, scope and challenges of OB, Models of organizational Behavior, Contributions of other disciplines to OB, Emerging issues in Organizational Behavior, Impact of globalization and IT on OB

**Unit II: Personality, perception and attitudes****15 Hours**

**Personality:** Meaning, Determinants of Personality – Heredity, Environment and Situation

Types of personality – Introvert, Extravert, Type A, Type B, Judging and perceptive personality,

Theories of personality – Trait theory, Type theory, Socio Learning theory, Self theory, Psycho-analytical theory, Other personality factors influencing OB–Locus of control, Machiavellianism, Self esteem, self monitoring, Risk taking.

**Perception:** Meaning, difference between perception and sensation, perceptual Process – Receiving the stimuli, selecting the stimuli, organization of stimuli, Interpretation, Factors influencing perception – Internal factors and External factors, How to improve perception, Perception and its application in OB (Employment Interview, Performance appraisal, Performance expectation, employee effort, employee loyalty)

**Attitude:** Meaning of Attitude, Formation of attitude (Direct experience, Social learning), Types of attitude: Job satisfaction, Job Involvement and Organizational commitment. Components of Attitude: Cognitive component, affective component and behavioral component, How to change attitude (Cognitive dissonance theory, Reinforcement theory, balance theory, comprehensive theory).

**Unit III: Group dynamics:****10 Hours**

Meaning, Definition and characteristics, why do people form and join groups, Types of Groups: Formal and informal groups, Stages of group development, Group Behavior, Group Norms, Group Cohesiveness, group role, Inter group behavior, Inter group conflicts, Group Decision making, JOHARI window and Transactional analysis.

Teams: Meaning, Difference between team and Group, Types of teams

Lead teams, Problem solving teams, self managed teams, cross functional teams, virtual teams, Causes for team failure, How to make teams successful?

**Unit IV: Motivation****13 Hours**

Meaning, Nature of motivation, Need for motivation, Theories of motivation – Content theories and Process theories,

**Unit V: Leadership****10 Hours**

Meaning, Differences between leadership and Management, functions of leadership, Leadership styles – Autocratic, Democratic, Laissez faire.

Leadership theories: Trait theory, Behavioral theories, Fiedler's contingency model, Path goal leadership theory, Situational leadership theory, Managerial grid, Transactional and Transformational leadership, Making leadership effective.

**Practical Component:**

1. Preparing the leadership profiles of five business leaders and studying their leadership qualities and behaviors.
2. Identifying any five job profiles and listing the personality traits / attributes required for the jobs identified.
3. Dividing the students into small groups and conducting collage activity to exhibit the group cohesiveness.

**Text Book:**

1. Dr. S.S. Khanka.(2003). Organizational Behavior. (4th ed.) S. Chand & Company Pvt. ltd.
2. Fred Luthans. (2010). Organizational Behavior an evidence based approach. McGrawhill, (12th Ed.).
3. Stephen Robbins. (2016). Organizational Behavior. Pearsons (16th Ed.).

## CORPORATE ECONOMICS

Nature	Area	Semester
Core	General Management	I
Course Code	Course Name	Credit/Distributions
	Corporate Economics	(L-3:T-0:P-1) Credit = 04
		C1+C2      30 Marks
		C3            70 Marks

### Course Objectives:

1. **To Implement Analytical Tools**
2. **To Analyse business goals**
3. **To make new business or product decisions**

### Unit I: Introduction

**08 Hours**

Definition, nature and scope of managerial economics, Theory of the firm- goals of the firm, indifference curve analysis, and Equilibrium Analysis

### Unit II: Demand Analysis 08Hours

Concept of demand, determinants of demand, Law of demand, Exceptions to the law of demand, Elasticity of demand, types and measurement

### Unit III: Production and Cost Analysis

**14 Hours**

Concepts, production function with one variable input - Law of Variable Proportions. Production functions with two variable inputs and Laws of returns to scale. Cost analysis: Concepts, Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve.

### Unit IV: Market Structures

**12 Hours**

Market Structures: Perfect Competition, Features, and Determination of price under perfect competition Monopoly: Features, Pricing under monopoly. Price Discrimination

Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership

## **Unit V: Regression model for**

### **managerial decisions**

**14 Hours**

: Introduction to Regression Analysis, Estimating and Testing Regression Equation, Problems in the Use of Regression Analysis, Two-Variable Regression Analysis.

### **Practical Components:**

1. Study of demand elasticity for a product when there is a price increase or price decrease.

### **Reference Books:**

1. Thomas ,Christopher R & S Maurice ,Charles (2008) Managerial Economics – Concepts and Application, New Delhi: Tata McGraw-Hill Irwin
2. Donald .N. Stengel (2011), Managerial Economics, Concepts and principles, Newyork: Business expert press
3. D.N Dwivedi (2011), Managerial Economics, Vikas publishing house pvt ltd.
4. Dominick Salvatore (2015), Managerial Economics in a global economy, Oxford university press
5. G.S Gupta (2011), Managerial Economics, Tata MC Graw Hill.

## ACCOUNTING FOR MANAGERS

Nature	Area	Semester	
Core	Accounts	I	
Course Code	Course Name	Credit/Distributions	
	Accounting for Managers	(L-3:T-1:P-0) Credit = 04	
		C1+C2	30 Marks
		C3	70 Marks

### Course Objectives:

1. To acquaint students with the fundamentals principles of financial, cost and management accounting
2. To enable the students to prepare, analyze and interpret financial statements and to enable the students to take decisions using management accounting tools.
3. To understand the basic concept of taxation.

### Unit I: Introduction

**04**

#### Hours

Meaning and Scope of Accounting; Accounting Concepts; Accounting Principles, Conventions and Standards – Concepts, Objectives, Benefits.

### Unit II: Preparation of books of Accounts

**12**

#### Hours

Journals, Ledgers and Trial Balance (Problems); Depreciation – Causes, Methods of Calculating Depreciation – Straight Line Method and Diminishing Balance Method.

**Unit III: Preparation of Final Accounts** **14**  
**Hours**

Preparation of final accounts of sole traders in horizontal form, Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Basic problems of Final Accounts), Window dressing

**Unit IV: Analysis of Financial Statements** **14**  
**Hours**

Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios, Preparation of financial statements using ratios, Preparation of Cash flow Statement (Indirect method) (AS – 3)

**Unit V: Introduction to Accounting Standards**

**and Taxation** **14 Hours**

**AS:** Introduction to AS, AS – 14 (Accounting for Amalgamation), AS – 3 (Cash flow statement), AS – 10 (Property Plant and Equipment) & AS – 20 (EPS) (Theory only)

**Taxation:** Basic definition, Basic charges, Heads of Income (Theory Only), Introduction to GST (Theory only)

**Practical Components:**

1. Analyzing the companies' cash flow statements and presenting the same in the class.
2. Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.

**Reference Books:**

1. Accounting for Managers: Raman B. S, United Publishers.
2. A Text book of Accounting For Management: Maheswari S.N, Maheswari Sharad K. Maheswari, 2/e, Vikas Publishing house (P) Ltd.
3. Accounting for Management: Arora M.N., Himalayan Publishing House Pvt. Ltd.
4. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
5. Students' Handbook on Taxation: Manoharan T.N. & Hari G.R., 29/e, Snow White Publications Pvt. Ltd.
6. Goods and Service Tax with Customs Law: Srinivas K.R, Jayaprasad D & Bhavani M., Kalyani Publications.



## BUSINESS COMMUNICATION

Nature	Area	Semester
Core	General Management	I
Course Code	Course Name	Credit/Distributions
	Business Communication	(L-2:T-0:P-1) Credit = 03
		C1+C2      30 Marks
		C3            70 Marks

### Course Objectives:

1. To familiarize students with the mechanics of writing
2. To enable students to communicate (Written and Oral) in English precisely and effectively

### Unit I: Introduction

**12**

#### Hours

Introduction: Meaning & Definition, Importance of communication in management, Purpose of communication, Communication Process, Shannon – Weaver Model, Characteristics of successful communication, Communication in conflict resolution, Communication in crisis, Cost of poor communication, Committing to legal and ethical communication.

### Unit II: Oral communication:

**12 Hours**

Oral communication: Meaning, Principles of successful oral communication, three aspects of oral communication, conversing, listening, and body language, Conversation control, Non – verbal communication, Communicating in diverse workgroups, Barriers to communication, Suggestions to overcome the barriers.

### Unit III: Written communication

**10 Hours**

Written communication: Purpose of writing – Clarity in writing – Principles of effective writing, Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process, Positive, negative, and persuasive writing.

### Unit IV: Business letters and reports

**10 Hours**

Business letters and reports: Introduction to business letters – Types of Business Letters, Purpose, Writing Reports:

Objectives of reports, Organization and Preparing reports, Types of reports, Writing

Proposals: Structure & preparation. Writing memos, Writing for websites.

**Unit V: Case method of learning**

**12 Hours**

Case method of learning: Understanding the case method of learning – Different types of cases Difficulties and overcoming the difficulties of the case method – Reading a case properly, (previewing, skimming, reading, scanning) – Case analysis approaches (Systems, Behavioural, decision, Strategy) – Analyzing the case – Do's and don'ts for case preparation – Discussing and Presenting a Case Study

A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.

**Reference Books:**

1. Business Communication: Concepts, Cases And Applications – P D Chaturvedi, Mukesh, Chaturvedi – Pearson Education, 2/e, 2011 (Module 1, 2, 4, 5, &7 )
  2. Business Communication, Process And Product – Mary Ellen Guffey – Thomson Learning , 3/E, 2002 (Module 3)
  3. Business Communication – Lesikar, Flatley, Rentz&Pande – TMH 11/E, 2009 (Module 1, 2, 4, 5, & 7)
  4. Advanced Business Communication – Penrose, Raspberry, Myers – Cengage Learning, 5/e, 2004 (Module 1, 5, 6 & 8)
  5. BCOM – Lehman, DuFrene, Sinha – Cengage Learning, 2011 (Module 1, 2, 4, 6, 7, 8)
  6. Business Communication Today – Bovee and Thill, Pearson.
  7. Effective Technical Communication - M Ashraf Rizvi – TMH, 2005.
  8. Business Communication, M.K. Sehgal & V. Khetrapal – Excel Books.
- Business Communication – Krizan, Merrier, Jones – Thomson Learning, 6/e, 2005.
- Business Communication Today – Bovee and Thill, Pearson

## STATISTICS FOR MANAGEMENT

Nature	Area	Semester	
Core	Statistics	I	
Course Code	Course Name	Credit/Distributions	
	Statistics for Management	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

### Course Objectives:

1. To provide an understanding on the basic concepts of statistics
2. To acquaint the students to the role that statistics plays in business decisions

### Unit I: Introduction

**10**

#### Hours

Quantitative data interpretation in managerial decision making: collection – classification – tabulation – frequency distribution – charts and graphs, measures of central tendencies and dispersion

### Unit II: Correlation and regression

**12**

#### Hours

Types of correlation scatter diagram, Karl Pearson coefficient of correlation, Spearman rank correlation coefficient – repeated ranks. Regression coefficients, lines of regression, estimation of dependent variable based on independent variable

**Unit III: Probability Theory**

**12 Hours**

Basic probability concepts – conditional probability – Bayes theorem Probability distributions: binominal, Poisson and normal distributions

**Unit IV: Sampling 08 Hours**

Census vs sampling, Sampling Techniques, sample size, random sampling. Non-sampling and sampling errors. Estimation point and interval– definition

**Unit V: Statistical Decision Theory**

**14 Hours**

Hypothesis testing for means and proportions and for difference of means and proportions - Chi-Square test and analysis of variance – one way and two way ANOVA.

**Practical components:**

1. Analysis of cash deposit pattern in commercial banks
2. A regression analysis on the impact of smoking, level of exercise, weight on medical cost (A case study of any medical center)

**Reference Books:**

1. Dr.C.KRenukarya-Business Statistics, Chethan Book House, Mysore
2. Statistics for Managers – using Microsoft excel – Levine, Stephan & others 8<sup>th</sup> editions, pearson (2017)
3. Statistics for Management – Richard Levin and Rubin[excel version] 8<sup>th</sup>aditionpearson (2017)
4. Statistics – Murray Spiegel, Schaum Series. 5<sup>th</sup> edition (2017)
5. Quantitative Business Analysis – Text & Cases – SamulBodiley& others. Mcgrawhill edition (16<sup>th</sup> January 1998)
6. Basic Business Statistics – Bereuram and Levine. 13<sup>th</sup> edition pearson (2015)
7. Quantitative Methods – Anderson, Sweeny & William. Cengage (2016) 13<sup>th</sup> edition

## COMPUTER APPLICATIONS IN MANAGEMENT

Nature	Area	Semester
Foundation	General Management	I
Course Code	Course Name	Credit/Distributions
	Computer Applications in Management	(L-0:T-0:P-1) Credit = 01

### Course Objectives:

1. To provide students with the essential skills needed to create, edit and print professional looking documents using text, tables, lists and pictures as well as covering simple mail merge.
2. To equip students with the skills required to create & edit spreadsheets, use functions & formulas and to work with various tools to analyze and present data in spreadsheets, such as sorting, filtering, applying conditional formatting and charting the data.
3. To provide students with the essentials skills needed to create, edit and present professional looking presentations using text, tables, diagrams, charts and pictures as well as providing presentations tips.

### Unit I: Information System Resources

**04 Hours**

Word processing with MS word - starting MS word - MS Environment - working with word documents - working with text - working with tables - checking spelling and grammar - printing document - creating mailing lists- mail and merge.

### Unit II: Concept of spread sheet and MS Excel 08 Hours

Starting MS Excel - MS Excel Environment-working with Excel – workbook- Preparation of charts and graph with excel – Sorting & Filtering - Working with functions – Summary statistics – printing in Excel.

### **Unit III: Making Presentation with**

#### **MS Power Point**

**04 Hours**

Starting MS Power point - MS Power point Environment - working with power point - working with different views - designing presentations - printing in power point.

#### **Practical Component**

1. Hands on sessions to create, edit and print word documents using text, tables, lists and pictures as well as covering simple mail merge.
2. Hands on sessions to create & edit spreadsheets, use functions & formulas and to work with various tools to analyse and present data in spreadsheets, such as sorting, filtering, applying conditional formatting and charting the data.
3. Hands on sessions to create and edit PowerPoint slides using text, tables, diagrams, charts and pictures and presenting the slides.

#### **Text Books:**

1. Kumar Bittu. *Mastering MS Office*. V & S Publisher
2. SaxsenaSanjay. *MS Office 2000*. Vikas Publishing House,

#### **Reference Books:**

1. Sanjay Saxsena – A First Course in Computer – Vikas Publishing
2. Sanjay Saxsena: MS Office 2000; Vikas Publishing House
3. Essentials of E – Commerce & Technology, Rajaraman V, PHI Learning
4. Management Information Systems : A Contemporary Perspective – Laudon Kenneth & Loudon Jane
5. Management Information Systems : A Conceptual Foundation – Mc Graw Hill

## SKILL DEVELOPMENT – 1

Nature	Area	Semester	
Foundation	General Management	I	
Course Code	Course Name	Credit/Distributions	
	Skill Development - 1	(L-0:T-0:P-1) Credit = 01	

### Course Objectives:

1. To provide an analytical and practical overview of the basic skills needed for a manager
2. To comprehend the art of presentation, e-mail etiquette and data interpretation

### Unit I: Presentation Skills 03 Hours

Technical aids used for presentation; Chalk and Board, Over head Projectors, Paper Handouts, Flip Chart, Artifacts or Props, basic Understanding of PowerPoint

### Unit II: Advanced Presentation Skills 03 Hours

Rules and Guidelines for creating a good Presentation, The beginning, Actual content and closing of a Speech, Holding audience attention and Handling Questions

### Unit III: Email Etiquettes 04 Hours

Subject & Body of an email, Rules of emails: No Spamming, Disclaimer etc.

Guidelines of an email: Reply, Reply all, Forward etc., Mass Mail service providers like Mail Chimp etc.

### Unit IV: E-Mail Analytics 03 Hours

Analytics like Click through Rate, Open rate, Opt out Rates etc., Email Threats like Phishing and Spamming

### Unit V: Data Interpretation 03 Hours

Basic interpretation of graphical representation of data, Basic Interpretation of Percentage based data.



## Second Semester

### MARKETING MANAGEMENT

Nature	Area	Semester	
Core	General Management	II	
Course Code	Course Name	Credit/Distributions	
	Marketing Management	(L-3:T-0:P-1) Credit = 04	
		C1+C2	30 Marks
		C3	70 Marks

#### Course Objectives:

1. To be able to analyze various Marketing Concepts
2. To Identify the criteria of Consumer Behaviour Process
3. To evaluate the difference between Consumer Marketing and Business Marketing
4. To appreciate the Brand Concept inevitability

**Unit I: Introduction to Marketing Management 12 Hours** Introduction to Marketing Management: Differences between Selling and Marketing, Scope & nature of Marketing Management, Classification of various products/services. Various Marketing concepts, Different types of Marketing environment, elements of Marketing Mix.

#### Unit II: Nature of Consumer Behavior

**10 Hours**

Nature of Consumer Behavior: Various steps in consumer & Buyer Behavior Process, Models of Consumer Behavior. Fundamentals of Marketing Research, Marketing Information System.

#### Unit III: Test Marketing, Concept of Segmentation, Targeting & Positioning 10 Hours

Test Marketing, Concept of Segmentation, Targeting & Positioning: Basis for Segmentation. Differences between Consumer Marketing and Business Marketing.

#### Unit IV: Product Mix and Product Line

**12 Hours**

Product Mix and Product Line, Product Portfolio, Product Life Cycle strategies. Branding, types of Brands, Brand Building, measuring Brand Equity. Packaging and Labeling. Pricing, General Pricing approaches, new Product

Pricing strategies, Public Policy and pricing.

### **Unit V: Elements of Promotion Mix**

**12 Hours**

Elements of Promotion Mix, Marketing Communication Process, Internet Marketing, E-tailing, Levels and Strategies of Distribution Channels, Scope of Logistics Management.

#### **Practical Components:**

1. Consider the products of your favorite like, smart phones, Cars and apparel etc to analyze the Buying Behaviour.
2. Analyze the various restaurants in city – how are they segmented? If you were to start a new restaurant, how would you position it? What would your parameters?
3. Analyze the product life cycle of a few common products like jeans, Laptops, Computers etc.
4. Visit a supermarket and study the pricing, packaging and advertising strategy of some FMCG companies like HUL, ITC, Britannia, Parle, and others in some products like Incense Stick, Soaps, Biscuits etc.

#### **Reference Books:**

1. Marketing Management – Philip Kotler, Prentice Hall India, (New edition)
2. Basic Marketing – Perault
3. Fundamentals of Marketing – William Stanton
4. Principles of Marketing – Philip Kotler and Garry Armstrong
5. Marketing Management – Rajan Saxena
6. Marketing Management – Zickmund
7. Marketing – Ramesh Kumar

## HUMAN RESOURCE MANAGEMENT

Nature	Area	Semester	
Core	Human Resource	II	
Course Code	Course Name	Credit/Distributions	
	Human Resource Management	(L-3:T-0:P-1) Credit = 04	
		C1+C2	30 Marks
		C3	70 Marks

### Course objectives

1. To demonstrate the Knowledge and Skills needed to effectively manage Human Resource in organization
2. To describe the Trends in the Labor force composition and how they affect HRM
3. To describe the fundamental concepts, Rules of Law that apply to business activities, employment functions and labor
4. To demonstrate Knowledge of Human Behavior in organization and role of Management Strategies, including Motivation theory to influence Behavior
5. To compare the common methods for recruiting and selecting Human Resource
6. To Integrate Teamwork, Leadership and Motivational skills to organizational scenarios

### Unit I: Introduction

**10**

#### Hours

Introduction: Evolution and Development of HRM, Meaning of HRM, Definition, Nature and scope of HRM, personnel v/s HR, features of HRM, role of HRM, managerial functions and operative functions, objectives of HRM, HRM policies procedures and programmes, organization of HRM: line and staff relationship, HR manager, qualities of HR / personnel manager, Recent trends in HRM.

### Unit II: HR Planning, Recruitment and Selection **15 Hours**

HR Planning, Recruitment and Selection: Job analysis – Need for Job analysis, process of Job analysis, Techniques of data collection for job analysis, Job Description and Job specification, Components of job description and job specification, Benefits of job analysis, HRP: Meaning, Objectives, and Benefits of Human Resource Planning. Factors affecting HRP – External Factor, Internal Factors, Process of Human Resource Planning, Recruitment – Definitions and Objectives, process of recruitment, Recruitment policy, Centralized versus Decentralized recruitment, sources of

Recruitment – Internal and external sources of recruitment. Selection: Meaning, Steps in Selection Process – Preliminary screening, Application Blank, Selection Tests, Selection Interview, Reference Checks, Physical examinations, Final selection. Placement – meaning and definition, Induction – Meaning, objectives and benefits, Contents of induction program – Formal and informal induction, Differences between induction and orientation programs.

### **Unit III – Training and Development**

**10**

#### **Hours**

Training and Development: Meaning and definition of training, Objectives of Training, Need for training, benefits of training, Differences between training and development, Training methods – on the job and off the job training methods, Training procedure - identification of training needs, Training Design and delivery, Training evaluation – Reaction, Learning, Behaviour and Results.

### **Unit IV – Performance Management**

**10**

#### **Hours**

Performance management: Introduction, Meaning and Definition, Objectives of performance Appraisal, Methods of Performance Appraisal - Traditional methods and Modern methods, 360 degree performance appraisal, Uses and Limitations of Performance Appraisal, Potential appraisal, Differences between performance and potential appraisal.

### **Unit V - Compensation Planning**

**11 Hours**

Compensation planning: Meaning, Objectives of Wage and salary administration, Components of wage and salary administration, Methods of wage payment, perks, Fringe benefits, Benefits: Types of benefits, Incentives: Types of incentive schemes – Individual incentives and Group incentives, Making Incentives and Benefits more effective.

#### **Practical Component**

1. Give a job analysis case and ask the students to prepare job description and job specification.
2. Plan an advertising layout for the recruitment of the position of sales manager.
3. Ask the students to prepare an appointment letter for the post of sales manager of a company.



### **Text Books**

1. Dr. S Khanka. (2013). *Human resource management*. S Chand
2. P SubbaRao . (2015). *Human Resource Management*. (5<sup>th</sup> Reviseded.). Himalaya Publication

### **Reference Books**

1. K Ashwathappa. (2017). *Human resource management*, (8<sup>th</sup> ed.). Mcgrawhill
2. VSP Rao. (2016). *Human Resource Management*. Taxmann Publications
3. Keith Davis. (1985). *HR and personnel management*, Tata McGrawhill
4. Flippo. (1980). *Personnel management*. Tata McGrawhill

## CORPORATE FINANCE

Nature	Area	Semester	
Core	Finance	II	
Course Code	Course Name	Credit/Distributions	
	Corporate Finance	(L-3:T-0:P-1) Credit = 04	
		C1+C2	30 Marks
		C3	70 Marks

### Course Objectives:

1. To familiarize the students with basic concepts of financial management.
2. To understand time value of money and cost of capital.
3. To analyze capital structure, capital budgeting and dividend decision.
4. To understand the short term and long term financing and working capital management.

### Unit I: Financial Management

**08**

#### Hours

Introduction to financial management, objectives of financial management – profit maximization and wealth maximization; Nature of basic managerial finance functions – investing, financing and dividend; Agency problems(Issues and Conflicts) ; Time value of money, the concepts of compounding, discounting and present value, annuities(Problems)

### Unit II: Valuation of long term Securities

**10**

#### Hours

Distinction among valuation concepts; Bond valuation-bond yields (Current yield, YTM)-Bond market; Valuation of preference stock, Equity valuation -Dividend discount model- P/E ratio approach

### Unit III: Investment Decisions

**16**

#### Hours

Cost of Capital Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital

Capital Budgeting – Capital budgeting process, Investment evaluation techniques – Net

present value, Internal rate of return, Modified internal rate of return, Profitability index, discounted payback period, Payback period, accounting rate of return

**Unit IV: Dividend policy –**

**Theories of dividend policy**

**12**

**Hours**

Relevance and irrelevance dividend decision, Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth, Bonus shares and stock split corporate dividend behavior. (Theory and Problems)

**Unit V - Working Capital Management**

**10 Hours**

Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management)

**Practical Components:**

1. Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
2. Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
3. Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.



**Text books:**

1. Khan M. Y.& Jain P. K(2011), Financial Management 6/e, TMH
2. Prasanna Chandra (2011),Financial Management – 8/e, TMH

**Reference Books:**

1. Shashi K Gupta and R K Sharma(2014), Financial Management 8th Revised Edition, Kalyani Publishers.
2. Rajiv Srivastava and Anil Misra(2011) Financial Management Second edition, Oxford University Press.
3. I M Pandey(2014),Financial Management 10th Edition, Vikas Publishing House .

## BUSINESS RESEARCH METHODS

Nature	Area	Semester	
Core	General Management	II	
Course Code	Course Name	Credit/Distributions	
	Business Research Methods	(L-3:T-0:P-1) Credit = 04	
		C1+C2	30 Marks
		C3	70 Marks

### Course Objectives:

The primary objective of this course is to develop a research orientation among the scholars and to acquaint them with fundamentals of research methods. Specifically, the course aims to introduce the basic concepts used in research, the scientific social research methods and their approaches.

### Some other objectives of the courses are:

1. To develop an understanding of the basic framework of research process.
2. To develop an insight into various research designs and techniques.
3. To understand some basic concepts of research and its methodologies
4. To be able to write research report and thesis independently

### Unit I: Introduction

**08 Hours**

Research in Business: Overview and role of business research, Information systems and knowledge management, Theory building, Ethical issues in business research.

### Unit II: Problem definition

**10 Hours**

Problem definition and research proposal, Basic research designs– Exploratory, descriptive and causal designs. Secondary data research designs. Qualitative analysis, Secondary data

### Unit III: Survey

**12 Hours**

Basic concepts in survey research, Methods of communication with respondents, Questionnaire, Interview, etc., Observation method, Experimental research. Measurement and scaling concepts, Attitude measurement, Principles of questionnaire design.

**Unit IV: Sampling Design and Methods****08 Hours**

Sampling design and methods: Sample design and sample procedures, Determination of sample size

**Unit V: Data Analysis and Presentation****18 Hours**

Data Analysis and Presentation: Editing and coding for transformation of raw data into information, Basic data analysis – descriptive statistics, Univariate analysis-z-test, t-test. Bivariate analysis: Measures of association.

Presentation of research findings- report writing

**Practical components**

1. Students shall independently develop questionnaire to find out the brand effectiveness of a popular detergent from an FMCG
2. Understand and analyse the project report prepare by senior students and discuss

**Reference Books:**

1. Business Research Methods – Zikmund
2. Marketing Research – Malhotra N.K.
3. Marketing Research – Parashuraman
4. Business Research Methods – Donald R. Coopers and Schindler
5. Foundations of Behavioural Research – F.N. Kerlinger
6. MLA Handbook for Researchers – MLA Association

## OPERATIONS MANAGEMENT

Nature	Area	Semester	
Core	General Management	II	
Course Code	Course Name	Credit/Distributions	
	Operations Management	<b>(L-3:T-1:P-0) Credit = 04</b>	
		<b>C1+C2</b>	<b>30 Marks</b>
		<b>C3</b>	<b>70 Marks</b>

### Course Objectives:

1. To understand the role of operations management in the overall business strategy of the firm and moving towards business leadership.
2. To understand the interdependence and relationship of the operations function with other key functional areas of the firm.
3. To learn and apply different quantitative tools and techniques for decision making in operations management.

### Unit I: Introduction to Operations Management      12 Hours

Definitions, Key elements, Differences Between Services and Goods, OM's link with other functional areas, Current issues in OM, Operations' Competitive Priorities and Dimensions, Order Winners and Qualifiers, Operations Strategies, Mission, vision, and strategy, Quality, Productivity, Types of productivity, Factors affecting productivity, Numerical Exercises

### Unit II: 12 Hours

Production Policy and Process Management

Production policies and decisions, Process management, Process strategy, Process selection, Environmental considerations, Corporate Social Responsibility, Make or buy decisions, Breakeven analysis, Numerical Exercises, Capacity concepts and measures, Capacity building strategies, Capacity lead and capacity lag strategies

### Unit III : 10 Hours

Forecasting and Demand Management

Dependent Demand, Independent Demand, Types of Forecasting, Components of Demand, Time Series Analysis, Causal Relationship Forecasting, Forecast Error, Qualitative Techniques in Forecasting, Numerical Exercises

**Unit IV:**

**10**

**Hours**

Location Strategies

Issues in Facility Location, Free Trade Zone, Industrial Clusters and Special Economic Zones, Plant Location Methods, Factor-Rating Systems, Breakeven analysis, Centroid Method, Numerical Exercises

Facility Layout Design and Analysis

Basic Production Layout Formats, Process Layout, Product Layout, Group Technology (Cellular) Layout, Fixed-Position Layout, Retail Layout, Work cells, Computerized Layout Techniques, Numerical Exercises

**Unit V:**

**12 Hours**

Aggregate Planning

Long-Range Planning, Intermediate-Range Planning, Short-Range Planning, Numerical Exercise, Inventory Management

Inventory, Purposes of Inventory, Inventory Costs, Inventory types, Inventory Systems, Single Period Model, Fixed-Order Quantity Models (Q Models), Fixed-Time Period Models (P Models), Establishing Safety Stock Levels, ABC Inventory Planning.

**Reference Books**

1. Chary, S. N. Production and Operations Management, Tata McGraw Hill, 2017
2. Lee J, Krajewski, Larry P Ritzman, Manoj Malhotra, and Samir Srivastava. Operations Management: Processes and Supply Chains, 11th Edition. - New Delhi: Pearson Education, 2015.
3. Mahadevan, B. Operations Management, Pearson Education India; Third edition (2015).
4. Pannerselvam, R. Production and Operations Management, PHI Learning Pvt. Ltd. 2016.
5. Richard B. Chase and Robert F. Jacobs. Operations and Supply Chain Management, 12th Edition, Mcgraw-Hill Education, 2017.

6. William J. Stevenson, Operations Management. 13th Edition, McGraw-Hill Education, 2017

## LEGAL ASPECTS OF BUSINESS

Nature	Area	Semester
Foundation	Human Resource	II
Course Code	Course Name	Credit/Distributions
	Legal Aspects of Business	(L-2:T-0:P-1) Credit = 03
		C1+C2      30 Marks
		C3            70 Marks

### Course Objectives

1. To gain an understanding of the legal environment.
2. To comprehend about various laws pertaining to companies from incorporation to winding up.
3. To get acquainted with the laws pertaining to consumer protection, FEMA, SEBI, IDRA.

### Unit I: Introduction

**10 Hours**

Industries Development and Regulation Act (IDRA), Competition Act. Foreign exchange management act (FEMA)

### Unit II: Company Law

**15**

#### Hours

Company Law, provisions of Indian Companies Act 1956 relating to incorporation, management and administration. Filing of returns, Remedies against mismanagement and oppression. Powers of investigation by the Government, Issues relating to good corporate governance.

### Unit III: IPR and Related aspect

**10 Hours**

Intellectual property rights, Patents and Trademarks Act, copy rights act, geographical appellation.

### Unit IV: Stock Market Operation

#### and Regulation

**10 Hours**

Outlines: Security Market Laws, Security and Exchange Board of India Act (SEBI), Securities contract act, Laws pertaining to stock exchanges, SARFESI Act.

### Unit V: IT Act

**11 Hours**

Outlines: consumer protection act and Information technology act.

### Text Books:

1. S.N. Maheshwari and S.K. Maheshwari. (2016). *A Manual of Business Law*. (6<sup>th</sup>ed.). Himalaya Publishing House
2. K.R. Bulchandani.(2010). *Business Law for Management*. (4<sup>th</sup> Revised and enlarged ed.). Himalaya Publishing House
3. Francis Cherunilam. (2017). *Business Environment Texts and Cases*. (25<sup>th</sup> Revised ed.). Himalaya Publishing House
4. S.S. Gulshan and G.K. Kapoor. (2018). *Business and Corporate Laws*. (19<sup>th</sup>ed.). New Age International Pvt. Ltd.
5. Bare Acts of respective legislations.



## SKILL DEVELOPMENT – 2

Nature	Area	Semester
Foundation	General Management	II
Course Code	Course Name	Credit/Distributions
	Skill Development - 2	(L-0:T-0:P-1) Credit = 01

### Course Objectives

1. The present course is designed to provide an effective communication required for a successful manager
2. To encourage the students to ideate entrepreneurial thoughts

**Unit I:** **03**  
**Hours**

Advance Goal Setting, Effective Communication Skills (Empathetic Communication), Power of Positive Thinking, Emotional Intelligence

**Unit II:** **03**  
**Hours**

Problem Solving techniques, Power of Preparedness, Entrepreneur- ship (How to ideate and start a business and Stress Management tools

**Unit III:** **04**  
**Hours**

Team work, Team building exercise, Leadership Skills, Self Confidence

**Unit IV:** **03**  
**Hours**

Listening skill exercises, Creativity, Body language

**Unit V:** **03 Hours**

Training on relevant Courses before Graduation, Grooming, Cleanliness, Decorum, Table Manners

**THIRD SEMESTER**  
**STRATEGIC MANAGEMENT**

Nature	Area	Semester
Core	General Management	III
Course Code	Course Name	Credit/Distributions
	Strategic Management	(L-3:T-0:P-1) Credit = 04
		C1+C2      30 Marks
		C3            70 Marks

**Course Objectives**

1. To be able to comprehend vision, mission and goals of the company
2. To be able to analyze and deal with the competition using strategic management tools

**Unit I: Introduction**

**08 Hours**

Origin of strategy, strategy vs tactics, vision, mission and objectives, elements of business strategies, Strategic Management process

**Unit II: Competitive Analysis**

**10 Hours**

Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques

**Unit III: Strategy Models**

**12 Hours**

Strategy Models - BCG matrix, GE nine cell planning grid, Chandlers thesis, levels of strategy making, Mackinsey 7 s model, Porters five forces model, Value Chain Analysis, Strategic intent and the concept of strategic pyramid, corporate ethics and corporate social responsibility(CSR).

**Unit IV: Generic competitive strategies**

**12 Hours**

Generic competitive strategies – stability, expansion, retrenchment, conglomerate and their variants.Strategic and competitive advantage.

**Unit V: Strategy Implementation**

**14 Hours**

Balanced Scorecard, Benchmarking, building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation.

**Practical Components:**

1. Do an Internet search of 3 companies, analyze and write down the strategy and execution efficiency.
2. Make a study on an unprofitable company and find out the reasons for failures in the market and their strategies.
3. Conduct SWOT analysis of a company and submit the report

**Recommended Books:**

1. Strategy and Structure – Alfred C.Chandler
2. Strategic Management – Alex Miller and Irwin
3. Competitive Advantages: Creating and Sustaining, Superior Performance – Michael E. Porter
4. Competing for the future – Prahlad and Hammel
5. The Future of Competition – Prahlad and Venkataraman
6. Crafting and executing Strategy – Aurthor A. Thompson and others
7. The Art of Strategy – AvinashK.Dixit and Barry J.Nalebuff

## ENTREPRENEURSHIP & QUALITY MANAGEMENT

Nature	Area	Semester
Foundation	General Management	II
Course Code	Course Name	Credit/Distributions
	Entrepreneurship	(L-2:T-0:P-2) Credit = 04

### COURSE OBJECTIVES

1. To understand the concept of Entrepreneurship
2. To gain knowledge on preparation of Business Plan
3. To explore the theories and practices of the term quality
4. To impart hands on experience in various quality systems

#### Unit – 1

**(10 Hours )**

**Foundations of Entrepreneurship:** nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship. Institutional support for promoting study of incubation

#### Unit – II

**(10 horus)**

**Business Planning:** from idea generation to preparation of detailed business plans. Exercises in preparation of business plans.

#### Unit – III

**(10 Hours)**

**Rural & social entrepreneurship:** potential for entrepreneurship in rural India, SHGs, micro credit etc., Case studies of rural & social entrepreneurship in India.

#### Unit – IV Introduction to Quality Management:

**(12 Hours)**

Introduction to TQM, Meaning of the terms quality, quality control and quality assurance, importance of quality, quality dimensions of products and services, quality and competitive advantage, cost of quality, TQM, Evolution of TQM, Basic principles of

TQM, TQM VS Traditional management, advantages of TQM

**Unit – V Quality Systems**

**14**

**Hours**

Quality Management Systems (QMS) Introduction, meaning of QMS, ISO 9000, Benefits of ISO, ISO 9000-2008 series, implementation of ISO 9000, Problems related to ISO 9000, QS 9000, Need for QS 9000, QS 9000 series Environmental Management System (EMS),ISO 14000 series, Benefits of ISO 14000, Integrating ISO 9000 & 14000,SEI-CMM level 5.

**Recommended Text Books:**

1. *Entrepreneurship – Prof. T.V.Rao*
2. Total Quality Management Text and Cases, G. Nagalingappa&Manjunath VS, Excel books.
3. Management and Control of Quality, James R. Evans, 8/e 2012, Cengage Learning
4. Total Quality Management, Dale.H. Besterfield, 3rd Edition, Pearson Education
5. Total Quality Management, ShridharBhat, Himalaya Publication

**Reference Books:**

1. Entrepreneurship-Mathew J Manimala
2. Total Quality Management by PoornimaM.Charantimath, Pearson Education.
3. Quality Control Handbook by JURAN, Mc.Graw Hill Publication.



**Unit IV: Consumer Satisfaction****10****Hours**

Consumer Satisfaction; Satisfaction versus Service, Quality Level and Customer Loyalty, Handling Customer dissatisfaction and complaints, Customerisation, Implications of shaping expectations.

**Unit V: Consumer Behavior Trends****12 Hours**

The future of consumer behavior in India, Issues and Challenges of Social Class, Challenges in cross-cultural influences, Reasons behind rise of consumerism, Consumer protection act in India.

**Practical Components:**

1. Students shall visit malls and unorganized retail outlets and observe the behaviour of customers of different outlets while buying different category of goods and present the findings / observations followed with a group discussion.
2. Students need to prepare a questionnaire and do a survey on consumer buying behaviour and present the findings in the class.
3. Students are encouraged to discover the need for motives in three to four advertisements
4. Conduct a survey using Interview Method to find out the important factors in their purchase of Watches, Laptops, Backpacks etc.

**Recommended Books:**

1. Marketing Research – R.Nargundkar
2. Consumer Behaviour – Schiffman and Kanuk
3. Marketing Research – Tull, Green and Hawkins
4. Business Research Methods – Zikmund
5. Marketing Research – N.K. Malhotra
6. Marketing Research – Parashuraman, Grewal
7. Consumer Behaviour – Hoyer Mac Innis
8. Consumer Behaviour in Indian Perspective – Suja R. Nair



## SALES AND LOGISTICS MANAGEMENT

Nature	Area	Semester	
Elective - II	Marketing	III	
Course Code	Course Name	Credit/Distributions	
	Sales & Logistics Management	(L-2:T-0:P-1) Credit = 03	
		C1+C2	30 Marks
		C3	70 Marks

### Course objectives

1. Analyze the various dimensions of Selling Concepts
2. To appreciate the sales process through emerging electronic channels
3. To Outline the logistics involved for an effective sales management

### Unit I: Sales Management

**12 Hours**

Objectives of Sales Management, Personal Selling, Salesmanship, Personal Selling Process, Types of Sales Organizations – Determining the kind of Sales Force and Size of the Sales Force. Qualities of Sales Professionals.

### Unit II: Managing the Sales force

**12 Hours**

Effective Recruiting of the Sales Force, Selecting and Training the Sales Force, Elements of Time and Territory Management, Sales Territories and Sales Quotas – Compensating the Sales Force, Motivating the Sales Force – Controlling & Evaluating the Sales Force.

### Unit III: Trends in Retailing and Wholesaling

**10 Hours**

E-commerce: E-tailing, Marketing on the net, Non-store retailing, Emerging trends of Retailing & Wholesaling in India.

### Unit IV: Distribution and Logistics Management 12 Hours

Objectives of Logistics Management: Modes of Transportation, Design of Distribution Channel, Strategies of Distribution Channel, Components of Logistics – Inbound and Outbound Logistics, Third party Logistics, Freight Forwarders, Communication Order Processing, Packaging, Warehousing.

## **Unit V: Logistics Strategies**

**10 Hours**

Elements of Supply Chain Management, Logistics Information System, Computer packages used in Logistics, Sales and Logistics for rural markets,

### **Practical Components:**

1. To Study the Important features of Apps which appeal most related to customers of Food suppliers by conducting an survey using Interview method
2. Conduct a survey in rural areas and study the implications associated with imitation (me too) products.
3. To analyze the designs of packaging and list out the advantages and disadvantages associated with it.

### **Reference Books:**

1. Sales Management – Decisions, Strategies and Cases – Richard R. Still, Edward W. Cundiff and Noman A.P. Govani
2. Professional Sales Management – R.E. Anderson, Joseph F. Har, Alan J. Bash
3. Marketing Channels – Louis W. Stern, Adel I. ER – Ansary, T. Coughlan
4. Fundamentals of Logistics Management – M. Lambert, James R. Stock, M. Eliram
5. Logistics Management – Donald J.B. and D.J. Closs
6. Logistics and Supply Chain Management – Martin Christopher
7. Sales Management – Analysis and Decisions Making – Thomas N. Ingram
8. Managing Supply Chain – J.L. Gattorn and D.W. Waldis

## ADVERTISING AND SALES PROMOTION MANAGEMENT

### Course Objectives

Nature	Area	Semester	
Elective - III	Marketing	III	
Course Code	Course Name	Credit/Distributions	
	Advertising and Sales Promotion Management	(L-2:T-0:P-1) Credit = 03	
		C1+C2	30 Marks
		C3	70 Marks

1. Discuss the increasing importance of promotion and how it differs from advertising
2. What functions do advertising objectives serve
3. Recognize various methods of evaluating advertising effectiveness

#### **Unit I: Promotion Mix**

**12 Hours**

Elements in Promotion Mix, Types of Advertising, Impact of Publicity on society, Personal Selling Strategies, Public Relations and Sales Promotion.

#### **Unit II: Advertising**

**10 Hours**

Advertising ability and Advertising aids, Advertising Planning and Decision Making, Media Frequency Plan.

#### **Unit III: Advertising Campaign Planning**

**14 Hours**

Advertising Effectiveness, Assessment and Criticism of DAGMAR Approach, Creative approaches for making an effective Advertising, Copywriting, pre-testing and post-testing, Designing an Advertising Copy, Marketing Communications, Different types of Advertising appeals and themes, Drafting an advertisement copy.

#### **Unit IV: Advertising Media**

**10 Hours**

Types of media, Conventional media, Traditional media and media planning and Scheduling, Advertisement Budgets, Advertising Strategies for rural markets.

#### **Unit V: Advertising Agencies**

**10 Hours**

Ethics in Advertising, Advertising Agencies in India and abroad, Rural Advertising, Social Advertising, Ethics followed in advertising, Characteristics of Advertising Standards Council of India (ASCI).

**Practical Components:**

1. Analyze the advantages and limitations of sales promotion of 5 FMCG MNC's in India
2. Outline the methods and tools of sales promotion by visiting the malls
3. Analyze the room for the improvement of technological innovation in advertisement in a major textile company

**Recommended Books:**

1. Advertisement and Promotion – Belch and Belch
2. Advertising – Aaker and Bathra
3. Advertising Management – Chunawalla
4. Advertising Management – Write and Ziegler
5. Contemporary Advertising – Williams Arens
6. Advertising Management – Rajeev Batra, John G.Myer, David Aker
7. Advertising Planning & Implementation – Sangeeta Sharma &Raghuvir Singh
8. Advertising Principles and Practice – Wells, Moriatry, Burnett
9. Advertising Management – JaishriJethwanry, Shruthi Jain

## Electives: Group - II

### STRATEGIC FINANCIAL MANAGEMENT

Nature	Area	Semester	
Elective - I	FINANCE	III	
Course Code	Course Name	Credit/Distributions	
	Strategic Financial Management	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

#### Course Objectives:

1. To analyze the financial implications or aspects of various business strategies and the strategic management of finance
2. To understand conceptual framework i.e., the act of putting together financial assumptions, ideas and perceptions into a strategic design

#### Unit I: Conceptual framework of Strategic

##### Financial Management

10 Hours

Strategic Financial Decision making framework, function of Strategic Financial Management; Strategy at different hierarchy level; Financial Planning-Process-Types of Financial Plan – Financial Model-Types of Financial Model- process of Financial Model Development (Theory only)

#### Unit II: Capital Structure Decisions

12

##### Hours

Capital structure & market value of a firm. Theories of capital structure - NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Planning the capital structure: EBIT and EPS analysis, ROI & ROE analysis (Theory and Problems)

#### Unit III: Investment Decisions under

##### Risk and Uncertainty

14

##### Hours

Investments Decisions under Risk and Uncertainty–Techniques of Investment Decision– Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method

(Probability distribution Approach, Normal Distribution Approach) Sensitivity Analysis and Simulation Method, Decision tree. (Problems)

**Unit IV: Leasing**

**12 Hours**

Leasing–Importance, Types, Tax Considerations, and Accounting Considerations–Evaluation of Lease from the point of view of Lessor and Lessee–Lease versus Buy Decision–Venture Capital–Concept and Developments in India–Process and Methods of Financing–Fiscal Incentives

**Unit V: Financial Re-Engineering**

**08**

**Hours**

Meaning of Financial Re-Engineering- interpretations of Various Stakeholder's approach to innovative Financial Engineering, Funding Structure-Fund rising Instruments; Programs and Policies to reward various Shareholders

**Practical Components:**

**Students should be able to distinguish below activities**

1. How can you distinguish between strategies and policies?
2. Are strategies and policies as important in a non business enterprise (such as a labor union, the State Department, a hospital, or a city fire department) as they are in a business? Why and how?
3. Why are contingency strategies important?
4. Choose an organization you know and identify its strengths and weaknesses. What are its special opportunities and threats in the external environment?
5. How would you make an organizational appraisal of your college or university? What kind of business is the school in?
6. How can strategies be implemented effectively?

**Recommended Books:**

1. Girish P Jakhotiya Vikas Publishing, (2011) 2/e Strategic Financial Management
2. Rajni Sofat & Preeti Hiro, (2011) Strategic Financial Management, Phi, Delhi
3. Chandra, Prasanna, (2007) FINANCIAL MANAGEMENT, Tata McGraw Hill,

Delhi.

4. Weaver & Weston, (2001) STRATEGIC CORPORATE FINANCE, Cengage Learning, Delhi

## FINANCIAL MARKET AND SERVICES

Nature	Area	Semester	
Elective - II	Finance	III	
Course Code	Course Name	Credit/Distributions	
	Financial Market and Services	(L-2 :T-0: P-1) Credit=03	
		C1+C2	30 Marks
		C 3	70 Marks

### Course objective

1. To provide the students, basic knowledge about the Finance concepts, markets and various services provided in those markets.
2. To provide adequate information about the roles of intermediaries and its regulating bodies.
3. To provide information about the prevailing financial system in India.

### Unit I: Overview of Indian Financial System

12

#### Hours

Indian Capital Market and Money Market, Foreign Institutional Investors (FIIs)-Portfolio Management Schemes of Indian Institutional Investors, Global Capital Flows - Hedge Funds, Private Equity. ADR and GDR.

### Unit II: Indian Capital Market

10 Hours

Primary and Secondary Capital Markets in India-Market for Stocks and Bonds, Market for Derivative Instruments (Financial and Commodities), Over the Counter Markets (OCTEI), NCDEX, MCX. Markets for Government Securities, Mock Exercises in Online Stock Market Operations on Sensex and Nifty.

### Unit III: Banking in India

10 Hour

Meaning of Bank, types of banks, Current problems of public sector banks, capital adequacy norms, Basel norms, NPA problem, corporate debt restructuring, and securitization of debt and asset reconstruction companies, the new Insolvency and bankruptcy code

### Unit IV: Merchant Banking and Credit Rating

12 Hours

Introduction to merchant banking, merchant bankers/lead managers, registration,



obligation and responsibilities, underwriters, bankers to an issue, brokers to an issue. Issue management activities and procedure pricing of issue, issue of debt instruments, book building green shoe option, services of merchant banks, Credit Rating - SEBI guidelines, limitations of rating.

#### **Unit V: Regulatory Mechanisms**

**12 Hours**

The role of SEBI in regulating the Capital Market and Stock Exchanges- Outlines of the SEBI Act and Powers of SEBI- Important Cases dealt with by SEBI-Sahara, NSEL, Insider Trading Cases etc. Investigation into Corporate Frauds under Companies Act 2013, NFRA and IBBI

#### **Practical component:**

1. Prepare a report on capital market scams. And visit stock broking firms.
2. Visit any 5 retailers and collect the information about cashless transaction (merchant banking)

#### **Text Book:**

1. M.Y. Khan,( 2008) INDIAN FINANCIAL SYSTEM, Tata McGraw Hill, Delhi
2. Jeff Madura,( 2008 ) FINANCIAL MARKETS AND INSTITUTIONS, CenGage Learning, Delhi
3. H.R. Machiraju,( 2009 ) INDIAN FINANCIAL SYSTEM, Vikas Publishing House, Delhi
4. Pathak,( 2007) THE INDIAN FINANCIAL SYSTEM, Pearson Education India

#### **Reference Books:**

1. Vasanth Desai, Financial Markets & Financial Services, HPH, Mumbai
2. PunithavathyPandian, Financial Markets and Services, Vikas Publishing House, New Delhi
3. Gordon E &Natarajan, Financial Services, HPH, Mumbai

## INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Nature	Area	Semester	
Elective - III	Finance	III	
Course Code	Course Name	Credit/Distributions	
	Investment Analysis & Portfolio Management	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

### Course Objectives

### Course Objectives

- ❖ To have a thorough understanding on investment and avenues of investment
- ❖ To have exposure on analyse the various risk & return of different portfolios.
- ❖ To have an exposure to valuation of different kinds of securities.
- ❖ To have a broad knowledge about fundamental and technical analysis by using various theories.

### Unit I: Investment Background

**08**

#### Hours

Concepts of Investment- Investment Avenues - Objectives of Investment- Investment, Speculation and Gambling - Trading and investing - Portfolio Management process - Sources of Investment Information - Investing Internationally - The asset allocation decision - Organization and functioning of securities market

### Unit II: Analysis of Risk & Return

**14**

#### Hours

Return - Measuring Return- Risk - Measuring Risk - S.D and Variance- Return and Risk of a Single Security and Portfolio - Calculation of Risk using Variance Covariance Matrix - Reduction of Risk through Diversification - Concept and Types of Risks - Total Risk, Systematic and Unsystematic Risk - Other Risks - Beta and its Computation - Uses and Limitations of Beta.

### Unit III: Valuation of Securities:

**12**

#### Hours

Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration. Preference Shares- Concept, Features, Equity

shares- Concept, Valuation, Dividend Valuation models. (Theory & Problems).

#### **Unit IV: Fundamental Analysis and**

##### **Technical Analysis**

**08**

##### **Hours**

Economy - Industry-Company Framework- Economic Analysis and Forecasting – Technical Analysis-Assumptions of Technical Analysis - Technical Indicators - Dow Theory - Important Tools of Technical Analysis -Limitations of Technical Analysis - behavior of stock prices- Market Efficiency - Forms of Market Efficiency- Behavioral Finance - Standard Finance Versus Behavioral Finance

#### **Unit V: Active Portfolio Management**

**14 Hours**

Markowitz (MPT) ,Sharpe, Treynor, Jensen's Alpha measures of mutual fund performance – measuring investment return, conventional theory of performance evaluation, Performance attribution procedures, style analysis and morning star's, risk adjusted rating. Active portfolio construction using Treynor – Black model, Sharpe Optimal Portfolio Construction

#### **Practical Components:**

1. Students should study the stock market pages from business press and calculate the risk and return of selected companies.
2. Each student will be given a virtual cash of Rs.5 Lakhs and they will be asked to invest in equity shares based on fundamental analysis throughout the semester. At the end the best investment will be awarded based on the final net worth. Virtual on line trading account can be opened for the student and every week 2 Hours can be allotted to invest, monitor and evaluate.
3. Students should study the stock market pages from business press and calculate the risk and return of selected companies.
4. Students can do a macro economy using GDP growth.
5. Students' are expected to do Industry analysis for specific sectors.
6. Students can do Company analysis for select companies using profitability and liquidity ratios.
7. Practice technical analysis using Japanese candle sticks.



**Recommended Books:**

1. Prasanna Chandra, 3/e, TMH, (2010). Investment Analysis and Portfolio management
2. Zvi Bodie, Kane, Marcus & Mohanty, 8/e, TMH, (2010). Investments
3. Security Analysis & Portfolio Management- J Kevin, TMH

**Reference Books:**

1. Reilly & Brown, Cengage, 10e/ (2017). Analysis of Investments & Management
2. Punithavathy Pandian, 2/e, Vikas, (2005). Security Analysis & Portfolio Management

## Electives: Group - III

### PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Nature	Area	Semester
Elective - I	Human Resource	III
Course Code	Course Name	Credit/Distributions
	Personal Growth and Interpersonal Effectiveness	(L-2:T-0:P-1) Credit=03
		C1+C2   30 Marks

#### Course Objectives

1. To develop and nurture a deep understanding of self.
2. To understand and practice personal and professional responsibilities.
3. To Nurture comprehensive skill sets for life knowledge such as learning, personality improvement, and effective interpersonal relation, resolving conflict for better intrapersonal and interpersonal relationship.

#### Unit I: Personal Growth

10

##### Hours

Meaning and concepts of personal growth, Self esteem: Know yourself, accept yourself, Self improvement: Plan to improve, actively working to improve yourself. Life positions, Personal life style choices.

#### Unit II: Individuals and Organizations

12

##### Hours

Values - Meaning, Types of values – Societal values, Organizational values and work values. Attitudes: Nature and Dimensions of attitude – Components of attitudes, Functions of attitudes, Changing attitudes, and antecedents of work related attitudes. Job satisfaction – Meaning, influences on job satisfaction, outcomes of job satisfaction. Job involvement, Organizational commitment – Meaning, Outcomes of organizational commitment, Guidelines to enhance organizational commitment.

#### Unit III: Learning and personality theories

12

##### Hours

Meaning, Learning principles, Learning Theories – Classical condition- ing theory, Operant conditioning, Cognitive theories, Social Learning theory, Learning styles. Personality theories: The Big Five personality Traits, Myers Briggs Type Indicator (MBTI), Carl Jung's theory of personality types.

#### Unit IV: Interpersonal Behavior and conflicts

10 Hours

Nature of conflict, Levels of conflict, Sources of conflict, Effects of conflict, Intraindividual conflict – Conflict due to frustration, Goal conflict, Role conflict and ambiguity, Interactive conflict – Interpersonal conflict, Inter group behavior and conflict, Assertive behavior, Transactional analysis, Types of Transaction, Life positions.

## **Unit V: Stress management and**

### **Emotional Intelligence**

**12**

#### **Hours**

The emergence of stress, causes of stress – Extra organizational stressors, Organizational stressors, group stressors and individual stressors. Consequences of stress – Physiological symptoms, psychological symptoms and behavioral symptoms. Coping strategies for stress – Individual approaches and organizational approaches. Emotional Intelligence: Role of emotions, Types of emotions, Meaning of Emotional Intelligence, components of emotional Intelligence.

#### **Practical Component**

1. Students are expected to conduct an in depth study about various personality traits and TA and submit a detailed report.
2. Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers and parents.
3. Conduct mock stress interview for students to enhance their employability skills.

**Recommended Books:**

1. UdaiPareek. (2018). *Understanding OB*. (4<sup>th</sup>ed.). Oxford University Press.
2. Keith Davis. (2003). *Organizational Behaviour*. (11<sup>th</sup>ed.). Tata McGraw Hill

**Reference Books**

1. Stephen P Robbins . (2016). *Organizational Behavior – concepts, controversies and applications*. (16<sup>th</sup>ed.). Pearson
2. Fred Luthans. (2010). *Organizational Behavior*. (12<sup>th</sup>ed.). TMH
3. Wallace & masters. (2010). *Personal development for life and work*. (10<sup>th</sup>ed.). Cengage Learning



## ORGANIZATIONAL CHANGE AND DEVELOPMENT

Nature	Area	Semester	
Elective - II	Human Resource	III	
Course Code	Course Name	Credit/Distributions	
	Organizational Change and Development	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

### Course Objectives:

1. To gain a general understanding of organizational change and development concepts
2. To develop an understanding of change models and theories
3. To reflect on different interventional strategies and their importance in a change process
4. To apply change concepts to a real case example

### Unit I: Organizational Change

**10 Hours**

Introduction to change, Nature of Change, Types of change, Reasons for change, Reasons for resistance to change, Overcoming resistance to change, Differences between planned and unplanned organizational Change, Change agents, Skills and competencies of change agents.

### Unit II: Organization Development

**10 Hours**

Introduction and concepts of Organization Development, Characteristics of OD, History of Organization Development: Laboratory Training Stem, Survey Research and Feedback Stem, Action Research Stem, Socio-technical and Socio-clinical Stem. Values, Assumptions and Beliefs in organization development: Early statements of OD values and Assumptions, Implications of OD values and Assumptions.

### Unit III: Theory and Management of

### Organization Development

**12 Hours**

Foundations of organization development: Models and Theories of planned change - Kurt Lewin's Three stage model, Force Field Analysis, Burke Litwin Model of Organizational Change, Systems Theory. Participation and Empowerment, Teams and Teamwork, Parallel Learning Structure, Normative Re educative strategy of Change. Managing the organization development process: Diagnosis, Six box model, Action Component, Program management component. Action research and organization development: Action Research a Process and an Approach, Genesis of OD in the company. The OD Process – A Diagnostic Study.

#### **Unit IV: Organization Development**

##### **Intervention**

**14 Hours**

Team interventions: Teams and work Groups Strategic Units of Organizations, Broad Team Building Interventions, The Formal Group Diagnostic Meeting, The Formal Group Team Building Meeting, Process Consultation Interventions, A Gestalt Approach to Team Building,

Techniques and exercises used in Team building. Inter-group and third party peacemaking intervention: Inter group team building Interventions, Third party peacemaking Interventions, Organization mirror Interventions, Partnering. Comprehensive intervention: Beckhard's Confrontation meeting, Strategic Management activities, Real time strategic change, Stream Analysis, Survey feedback, Grid OD, Trans-organizational Development. Structural interventions: Socio-technical systems, Self managed teams problems in implementation, MBO and Appraisal, Quality Circles, Quality of work life projects, Physical settings and OD, Total Quality Management, Self design strategy, Large scale systems change and Organizational Transformation. Training experiences: T Groups, Behavioural modeling, Life and career planning, Coaching and mentoring, Instrumented Training.

#### **Unit V: Key Considerations and Issue**

**10 Hours**

Issues in consultant-Client relationships: Entry and Contracting, defining the client system, The trust issue, The nature of consultant's expertise, Diagnosis and appropriate interventions, Depth of Intervention, The consultant as a model, The consultant team as a microcosm, Dependency issue and terminating the relationship, The role of the Human Resource specialist in OD activities. Power, politics and organization development: Theories about the sources of social power, Organizational politics defined, Frameworks for analyzing power and politics, The role of power and politics in the practice of OD.

### **Practical Component**

1. Students are expected to submit a report on Changes that have taken place in various industries.
2. Individual students are expected to conduct force field analysis and identify the driving and restraining forces for trimester scheme.

### **Recommended Books:**

1. French and Bell. (2006). *Organization Development*. (6th Ed.). Pearson
2. Dr.S.S.Khanka. (2003). *Organizational Behavior*.(4th Ed.).S.Chand& Company Pvt ltd.

### **Reference Books**

1. Cummings T. G, & Worley C.G.(2014). *Organization Development and Change*(10th Ed.). Cengage Learning
2. Fred Luthans. (2010). *Organization Behaviour an Evidence based Approach*.(12<sup>th</sup> Edition). McGrawhill,
3. Keith Davis. (2002). *Human Behaviour at Work*. (11th Ed.). Tata McGrawhill

## TRAINING IN ORGANIZATIONS

Nature	Area	Semester	
Elective - III	Human Resource	III	
Course Code	Course Name	Credit/Distributions	
	Training in organizations	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

### Course Objectives

1. To develop an understanding on Training and Learning environment.
2. To comprehend on how need analysis is done for training.
3. To get acquainted with the trainer's skills and designing a training program.
4. To conceptualize on the evaluation of training program.

### Unit I: Introduction

**10 Hours**

Introduction to the concept of Training, Importance of training, Advantages of training, Training challenges, Changing workplace and workforce, Training as a sub system of HRD

Learning principles, learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan.

**Unit II: Training Needs Assessment (TNA)****12 Hours**

Introduction to Needs Assessment, Why conduct Training Need Analysis? When to conduct a Training Need Analysis?, Needs Assessment Process - Organizational support for TNA, Organizational analysis, Requirement Analysis, Task and KSA Analysis, Person Analysis, In- put design and evaluation of Training programs. Needs Assessment Techniques, Advantages and Disadvantages of Needs Assessment Techniques, Training enhancement, Trainee characteristics

– Trainee readiness and Trainee Motivation.

**Unit III: Trainer's skills****10 Hours**

Communication Skill, Questioning Skill, Body Language Gesture, Handling difficult situation, Creativity skills, Technical skills, Interpersonal skills, Self Development and awareness, Managerial skills, Designing skills, Humour, Integrity, Credibility, Transparent, resilience, Rapport building, Confidence, Feedback sensitivity.

**Unit IV: Training Delivery****12 Hours**

Differences between Traditional and Modern methods, Traditional Training Approaches – Classroom instruction, Lecture and Discussion, Case study, Role play, Self Directed Learning Program (SDLP), Simulated work settings, Modern Training Approaches - Distance Learning Program (DLP), CD ROM and Interactive Multimedia, Web- based instructions, Intelligent Tutoring System (ITS), Virtual Reality Training (VRT).

**Unit V: Training Evaluation****12 Hours**

Need for evaluation, Evaluation criteria, Evaluation objectives, Types of evaluation instruments– Questionnaires / survey, Interview, Tests, Focus group, Observation of participant, Performance record, Training Evaluation Models – Kirk Patrick's model, Philip's Model, CIRO model of Training Evaluation.

## **Practical Component**

1. Students are expected to conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same.
2. Give a training need analysis case and ask the students to find out the training needs.
3. 10 minutes of role play by individual students to exhibit their skills as a trainer.

## **Recommended Books:**

1. Irwin L. Goldstein, J. Kevin Ford. (2005). *Training in Organization*. (4th Ed.). Wordsworth.
2. Dr.B.Janakiraman. (2007). *Training and Development*, (Kindle ed.). Biztantra / Wiley Dreamtech

## **Reference Books**

1. P Nick Blanchard James W Thacker. (2010). *Effective Training: System Strategies & Practices*, (custom ed.) .Pearsons
2. Rolf P Lynton UdaiPareek. (2011). *Training ForDevelopment*. (3<sup>rd</sup>ed.). Sage India
3. Gargulo& Others. (2008). *The Trainers portable mentor*. (1<sup>st</sup>ed.) . Pfeiffer

## Electives: Group - IV

### FUNDAMENTALS OF CSR

Nature	Area	Semester	
Elective - I	Corporate Social Responsibility	III	
Course Code	Course Name	Credit/Distributions	
	Fundamentals of CSR	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

#### Course Objectives:

- To learn the concepts and theories of CSR
- To know the importance of sustainable development goals
- To understand the role of NGOs in promoting and implementing CSR initiatives in India
- To evaluate futuristic role of CSR in India

#### Practical Components:

- Visit two MNCs and list down their CSR activities
- Visit two NGOs and enumerate their role in propagating sustainable development goals
- To find out from NGOs their role in promoting CSR activities in India

**UNIT I****(12 Hours)**

Introduction to CSR:

Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in

India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

**UNIT II****(12 Hours)**

International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration

of principles on multinational enterprises and social policy.

**UNIT III****(12 Hours)**

CSR-Legislation In India & the world. Section 135 of Companies Act 2013. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

**UNIT IV****(10 Hours)**

The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism.

**UNIT V****(10 Hours)**

Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit & Local Self- Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self- Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations.



**Reference Books:**

1. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
2. The World Guide to CSR - Wayne Visser and Nick Tolhurst
3. Innovative CSR by Lelouche, Idowu and Filho
4. Corporate Social Responsibility in India - Sanjay K Agarwal
5. Handbook on Corporate Social Responsibility in India, CII.
6. Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique
7. Growth, Sustainability, and India's Economic Reforms – Srinivasan
8. Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad
9. .Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
10. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
11. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-AEuropean Perspective, Edward Elgar. University of Delhi.
12. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
13. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, NewDelhi.

### Social Development Issues and Challenges

Nature	Area	Semester	
Elective - II	Corporate Social Responsibility	III	
Course Code	Course Name	Credit/Distributions	
	Social Development Issues and Challenges	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

#### Course Objectives:

- The students will be enlightened on the principles and practices of NGOs, Cooperatives and Corporate foundations
- The students will get introduced to various society registration acts

#### Practical Components:

- Visit two NGOs and record their social spending
- Understand the funding structure of two foreign and national organizations

#### UNIT I

**(12 Hours)**

Introduction: What is the sociology of development - Neo-evolutionary, modernization and neomodernization theories of development - Marxist and neo-Marxist theories of development - Global approaches to development.

#### UNIT II

**(12 Hours)**

Social work intervention and contemporary issues, Social work intervention and contemporary issues - Urban sociology, urban community development & municipal administration – Rural sociology, rural community development & Panchayati raj - Family welfare Women's welfare and child welfare.

### **UNIT III**

**(10 Hours)**

Social justice and Empowerment-Women Rights - Tribal Rights - Social Policy and Social Legislation in India: Planning in India - Rehabilitation & Resettlement Policy and Social Development - Rehabilitation Action Plan - CSR Policy and Rehabilitation & Resettlement

### **UNIT IV**

**(12 Hours)**

World Bank and ADB standing on and Rehabilitation & Resettlement - Government of India Policy Guidelines and interventions - Millennium Development Goals – Sustainable Development Goals-Developmental Schemes in India - Social Security in India

### **UNIT V(10 Hours)**

Corporate –Community Collaboration (CCC)and Social Development Social Development and Modes of CSR – Challenges and barriers to Corporate-Community Collaboration – CCC as CSR process and product-Socio-Economic Impact of CCC – Community Investment and Corporate Citizenship Programs.

#### **References:**

1. Willis, K. Theories and Practices of Development, London: Routledge.
2. Frank, A. G) “The Development of UnderdevelopmentJ
3. Timmons Roberts and Amy Bellone Hite (eds.) The Globalization and Development Reader. Oxford: Blackwell
4. Roberts, T.J. and A. Hite (eds) From Modernisation to Globalisation: Perspectives on Development and Social Change. (London: Blackwell, 2000)
5. Sklair, L. (ed.) Capitalism and Development. (London: Routledge, 1994)
6. Sklair, L. Sociology of the Global System. (London: Prentice-Hall, 1995)
7. Cohen, R. and P. Kennedy Global Sociology. (London: Macmillan, 2000)
8. Webster, A. Introduction to the Sociology of Development. (London: Macmillan, 1990)

## Corporate Governance and Ethics

Nature	Area	Semester	
Elective – III	Corporate Social Responsibility	III	
Course Code	Course Name	Credit/Distributions	
	Corporate Governance and Ethics	<b>(L-2:T-0:P-1) Credit = 03</b>	
		<b>C1 + C2</b>	<b>30 Marks</b>
		<b>C3</b>	<b>70 Marks</b>

### Course Objectives:

- The students should be able to appreciate the nature of business ethics, ethical leadership
- The students must comprehend theoretical aspects of corporate governance

### Practical Components:

- Visit two MNCs and record their practice of ethical leadership
- Visit two MNCs and study the transparency and accountability pattern practiced at corporate governance system

### UNIT I (10 Hours)

Meaning and definitions of Ethics. Nature of business ethics; the relationship between business ethics, corporate governance and ethical leadership; Kohlberg's six stages of moral development; levels of ethical analysis; concept of corporate integrity.

### UNIT II (12 Hours)

Definition—Historical perspective of corporate governance and Issues in corporate governance—Theoretical basis of corporate governance—mechanism- corporate governance systems—Indian model of governance –What is good corporate governance—obligations towards society and stake holders. Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate Governance Mechanism: Anglo-American Model, German Model,

Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

### **UNIT III**

**(12 Hours)**

Ethical decision making: Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business (i) Utilitarianism (J.Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle).

Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robert Nozick) Ethical Issues in Functional Areas of Business.

Marketing: Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute.

HR: Workers Right and Duties: Work place safeties, sexual harassment, whistle Blowing.

### **UNIT IV**

**(10 Hours)**

Role Players. Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Non- executive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII, Report, Cadbury Committee.

### **UNIT V**

**(12 Hours )**

Accounting Standards and Accounting disclosures. Finance Reporting and Corporate Governance, Non Accounting Regulations in Corporate Governance, Corporate Governance & CSR

### **Reference Books :**

1. Good Governance Issues and Sustainable Development: The Indian - Ed. R.N. Ghosh, Rony

Gabbay, Abu Siddique

2. The Quest for Sustainable Business - *Wayne Visser*

3. A Guide For Corporate Responsibility Managers - *Timothy J Mohin*

4. *ISO 26000: The Business Guide to the New Standard on Social Responsibility*; Lars Moratis and Tino

*Cochius; Greenleaf Publishing; 2011*

5. *Strategic Corporate Social Responsibility: Stakeholders in a Global Environment*, William B.

Werther, Jr., David Chandler

6. *The Business Case for Corporate Social Responsibility: Understanding and ...*

7. Philipp Schreck

8. *Motivational Interviewing, Third Edition: Helping People Change (Applications of Motivational Interviewing)* by William R. Miller and Stephen Rollnick (Sep 7, 2012)

9. *Skills Training Manual for Treating Borderline Personality Disorder* by Marsha M. Linehan (May 21, 1993)

10. *Smart but Scattered: The Revolutionary "Executive Skills" Approach to Helping Kids Reach Their Potential* by Peg Dawson and Richard Guare (Jan 2, 2009)

11. *Business Ethics and Corporate Governance*, C.S.V.Murthy, HPH

12. *Business Ethics*, Francis & Mishra, TMH

13. *Corporate governance*, Fernando, Pearson

14. *Business Ethics & Corporate Governance*, S. Prabakaran, EB

15. *Corporate Governance*, Mallin, Oxford

16. *Corporate Governance & Business Ethics*, U.C.Mathur, MacMillan.

**Electives: Group - V**  
**TOURISM MANAGEMENT**

Nature	Area	Semester	
<b>Elective – I</b>	<b>Tourism &amp; Travel Management</b>	<b>III</b>	
Course Code	Course Name	Credit/Distributions	
	<b>Tourism Management</b>	<b>(L-2:T-0:P-1) Credit = 03</b>	
		<b>C1 + C2</b>	<b>30 Marks</b>
		<b>C3</b>	<b>70 Marks</b>

**Course Objectives:**

1. To study the conceptual clarity of tourism.
2. To understand the types, typologies and its impacts on tourism.
3. To know the international, national and regional organizations of tourism.

**Unit 1**

**10 hrs**

**Concepts of Tourism**-Meaning-Definitions-Visitors-Excursionist-Tourist-Traveller-Hospitality- Nature- Forms -Tourism System-Purpose of Travel-Travel Motivators-Components of Tourism-Historical Development of Tourism-Tourism in India-- Factors affecting growth and development of International and national Tourism; Push and Pull Factors-and Approaches.

**Unit II**

**08 hrs**

**Impacts of Tourism**-Tourism Industry-Significance of Tourism-Multipliers Effect-Economic-Socio-Cultural-Environmental Impacts of Tourism (Positive and Negative) - Case Studies.

**Unit III**

**08 hrs**

**Types and Typologies of Tourism:** Heritage, Adventure, Cultural, Sports, MICE, Educational and Mass Tourism. **Alternative Tourism:** Eco, Rural, Agri and Farm and

Yoga Tourism.

**Unit IV**

**07 hrs**

**Economics of Tourism** –Demand and Supply-Factors Influencing on Tourism demand – Measuring the demand –Types of demand –Determinants of Tourism demand and Supply.

**Unit V**

**07 hrs**

**Tourism Organizations:** Organization Structure and Functions of ITDC, STDCs, NTOs, PATA, UNWTO, TAAI, FHRAI, IATO, UFTAA.

**Books for Reference:**

1. Chottopadhyay, K. (1995): Economic Impact of Tourism Development; An Indian Experience, Kanishka Publishers, Delhi.
2. Cooper, C, Fletcher, J, Gilbert, D and Wanhill, S. (2002): Tourism: Principles and Practice, Addison Wesley Longman Publishing, New York, USA
3. Swain S K, Mishra J.M. (2012), Tourism Principles and Practices, Oxford University Press
4. Kamra & Chand (2002): Basics of Tourism, Theory Operation and Practice; Kanishka Publishers, New Delhi-02
5. Kamra, Krishna. K (2001): Economics of Tourism; Pricing, Impacts, Forecasting; Kanishka Publishers, New Delhi-02

**GLOBAL TOURISM GEOGRAPHY**

<b>Nature</b>	<b>Area</b>	<b>Semester</b>	
<b>Elective - II</b>	<b>Tourism &amp; Travel Management</b>	<b>III</b>	
<b>Course Code</b>	<b>Course Name</b>	<b>Credit/Distributions</b>	
	<b>GLOBAL TOURISM GEOGRAPHY</b>	<b>(L-2:T-0:P-1) Credit = 03</b>	
		<b>C1 + C2</b>	<b>30 Marks</b>
		<b>C3</b>	<b>70 Marks</b>



## 1. Course Outcomes

- To acquaint with the interdependence between geography and tourism;
- To familiarize on the locales, attractions, and accessibility to major tourist destinations across the continents; and
- To be able to plan tour itineraries of various countries across time zones.

### Unit I

09 hrs

**Physical Geography**, Time Calculation and Transport System: North, South and Central America – Europe – Africa - Asia & Australasia, Map Reading: Latitude - Longitude - International Date Line , Time Zones, Calculation of Time: GMT Variation , Tourism Transport Systems: Major Destinations and Routes - Major Railway Systems and Networks - Water Transport - Road Transport.

### Unit II

08

hrs

**Tourist Destinations in the Americas:** Key Features- Special Interests- Activities-Travel Formalities, North American Destinations: Canada- the United States of America, Mexico, Central America: Bermuda-the Caribbean Islands, South American Destinations: Brazil-Uruguay, Argentina, Chile- Peru.

### Unit III

08

hrs

**Tourist Destinations in Europe:** Key Features- Special Interests- Activities- Travel Formalities, Countries: United Kingdom- France- Italy- Spain-Switzerland- Netherlands and Germany.

### Unit IV

08hrs

**Tourist Destinations in Africa:** Key Features- Special Interests- Activities-Travel Formalities, Regions: Western Africa- Eastern Africa- South Central Africa- South Africa, Important Destinations: the Egypt- Mauritius-Seychelles.

### Unit V

08 hrs

**Tourist Destinations**, Key Features, Special Interests & Activities, Travel Formalities in Asia, Australia, and Oceania: Important Tourist Destinations of South Asian, South-East Asia and Far East, Tourist Destinations of the Middle East and West Asia, Australia, New Zealand, Fiji, Papua New Guinea and French Polynesia.

## BOOKS FOR REFERENCES

1. Boniface, B., Cooper, R. & Cooper, C. (2016), World Wide Destinations – The Geography of Travel and Tourism. New York: Routledge.
2. Nelson, V. (2013). An Introduction to the Geography of Tourism. United Kingdom: Rowman and Littlefield Publisher.
3. Hall, M. (1999). Geography of Travel and Tourism. London: Routledge.
4. Hall, M., & Page, S.J. (2006). The Geography of Tourism and Recreation - Environment, Place and Space. London: Routledge.
5. Hudman, L.E., & Jackson, R. H. (2003). Geography of Travel and Tourism. London: Thomson.
6. IATA. (2009). Travel Information Manual. Netherlands: IATA Publications.

## HOTEL OPERATIONS AND MANAGEMENT

Nature	Area	Semester	
Elective - III	Tourism & Travel Management	III	
Course Code	Course Name	Credit/Distributions	
	Hotel Operations & Management	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

### Course Objectives:

1. To study the flow of activities and functions of hotel operations and management
2. To familiarize with hospitality, resort and spa management
3. To understand the functioning of various departments and its role in hospitality industry

### Unit I

10 hrs

**Hotel and Hospitality Industry:** Introduction to hotel and hospitality industry, Overview of core departments, types and classification of hotels, service industry characteristics - concept of “Atithi Devo Bhava”, chain of hotels, leased and franchised hotels, future of hospitality industry, changing trends and hotel terminologies.

### Unit II

8 hrs

**Front Office Operations:** Front office organization, duties and responsibilities of front office staff, room tariff, meal plans, guest cycle, front office accounting and auditing, IT applications in front office, guest services.

**Unit III**

**7 hrs**

**Accommodation Management:** Introduction to accommodation management, department hierarchy, duties and responsibilities, functions and operations of accommodation management, planning and organizing – inventories, budget, safety and security management.

**Unit IV**

**8 hrs**

**Food and Beverage (F & B) Management:** An overview of F & B management, department hierarchy, duties and responsibilities, food production organization, operations and functions, catering service, banquet, club, Food and Beverage control.

**Unit V**

**7**

**hrs**

**Evaluating Hotel Performance and Revenue Management:** Measuring methods of measuring hotel performance - occupancy ratio, average room rate, revenue per available room, yield management, guest relation management.

**BOOKS FOR REFERENCE**

1. Introduction to Hospitality Industry: A Text Book S.C. Bagri and Ashish Dahiya
2. Hospitality Today: Rocco M. Angelo, Andrew Vladimir
3. Hotel Housekeeping: A Training Manual by Sudhir Andrews
4. Hotel Housekeeping by Raghubalan
5. Hotel Front Office Operations and Management by Jatashankar R Tewari
6. Food production operation by PS bali
7. Professional Food and Beverage Service Management –Brian Varghese
8. Food Service Operations – Peter Jones and Cassel
9. Marketing management analysis & Planning – Kotler Philip
10. Hospitality Marketing – Wearne, Neil

### SKILL DEVELOPMENT – 3

Nature	Area	Semester
Foundation	General Management	III
Course Code	Course Name	Credit/Distributions
	Skill Development - 3	(L-0:T-0:P-1) Credit = 01

#### Course Objectives

1. To think logically and appreciate the reasoning capability
2. To Involve the students in group discussion and mock interview exercises to enhance their employability

**Unit I:** **02 Hours**

Language enhancement tips, written communication skills, public speaking skills

**Unit II:** **02 Hours**

Exercises to develop right attitude, Self-Development, time management

**Unit III:** **04 Hours**

Quantitative Aptitude & Logical Reasoning

**Unit IV:** **04 Hours**

GD & Mock GD

**Unit V:** **04 Hours**

Resume Writing, HR Interview, FAQs & Mock Interview

**Fourth Semester**  
**EVENT MANAGEMENT**

Nature	Area	Semester	
Core	General Management	III	
Course Code	Course Name	Credit/Distributions	
	Event Management	(L-1:T-0:P-2) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

**Course Objectives**

The purpose of this course is to enable the students to acquire a general knowledge about the “event management” and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events with a special focus on case studies of the events.

1. To acquire an understanding of the role and purpose(s) of special events in the organizations.
2. To acquire an understanding of the techniques and strategies required to plan successful special events.
3. To acquire the knowledge and competencies required to promote, implement and conduct special events.
4. To acquire the knowledge and competencies required to assess the quality and success of special events.

**Unit I: Introduction**

**08 Hours**

Introduction -Nature, scope, significance and components of event, relationship between business and events, Responsibility of event planners, identifying suitable venue, layout.

Types of events and skills for Event management -Seminars & Conferences, Trade Shows, Sporting events, Product launch, Press conference. Skills for Event Management.

**Unit II: Planning**

**10 Hours**

Concept, Nature and Practices in Event Management: Organizing and planning events, Customer relationship management, Starting and managing events business, Event coordination, Crisis planning - prevention - preparation - provision - action phase -

handling negative publicity -Different types of sponsorship - definition - objectives - target market - budget

**Unit III: Preparing a proposal**

**12**

**Hours**

Conducting market research - SWOT analysis - estimating attendance - media coverage - advertising - budget. Organizing the event - Purpose - venue - timing - guest list - invitations - food & beverages - room dressing - equipment - guest of honor - speakers - media - photographers - podium – exhibition and check lists.

**Unit IV: Introduction to Event Marketing**

**12**

**Hours**

Nature, need and importance – Marketing for event – Special feature of event marketing – Event Marketing Mix: Product, Price, Promotion, Distribution, Partnership, Segmentation and Targeting of the market for events–Types of advertising - promotions - website and text messaging, Social media platform and other digital media promotions used to market an event. Media invitations - photo-calls - press re- leases - TV opportunities - radio interviews. Special emphasis on 5 W's of event marketing.

**Unit V: Preparing Human Resources for Event**

**14**

**Hours**

Man power planning- training of employees – training needs identification – training methods Evaluation-Budget - cost of event - return on investment - media coverage - attendance – feedback

**Reference Books:**

1. Lynn Van Der Wagen& Brenda R. Carlos, Event Management for Tourism, Cultural, Business and Sporting Events, Pearson Prentice Hall, 2005
2. Event Management-PurnimaKumari
3. Event Management and Marketing: Theory, Practical Approaches and Plan- Anukrati Sharma, ShrutiArora
4. Event Management -Sandhya A Kale
5. Event Management: A Professional and Development Approach– AshutoshChaturvedi

**Electives: Group - VI**  
**BRAND MANAGEMENT**

Nature	Area	Semester
Elective - IV	Marketing	IV
Course Code	Course Name	Credit/Distributions
	Brand Management	(L-2:T-0:P-1) Credit=03
		C1+C2      30 Marks
		C3            70 Marks

**Course Objectives**

1. To analyze the importance of branding by visiting the various dimensions of brand promotion
2. To Study the factors that are associated with brand success and failure
3. To outline the importance of market planning and segmenting, targeting and positioning to make the product successful

**Unit I: Introduction** **12 Hours**

Introduction to Product & Brand Management, Product mix and Product line, Brand Image, Brand Equity, Brand Association, Brand Awareness, Brand Recall, Brand Positioning, Brand Narration, Brand Experience, Brand loyalty, Brand pull, Brand Promise.

**Unit II: New Product Development Process** **12 Hours**

Product Launch, , Launch Strategy, Reasons for New Product failures, Steps in Consumer Adoption Process, Product Life Cycle concepts.

**Unit III: Market Planning** **12 Hours**

Planning Process, Components of Marketing Plan – Analysis of com- petition, Product Portfolio Analysis, Customer Analysis, Segmenting – Targeting – Positioning (STP), Techniques of good positioning, Various Pricing strategies, Distribution strategies.

**Unit IV: Designing and Implementing** **10 Hours**

Marketing Programs to build Brand Equity, Important elements to build Brand Equity, Measuring the effectiveness of Brand Equity, Branding Strategies.

**Unit V: Ethics in Brand Building** **10 Hours**

Brand Marketing practices in India, Issues and Challenges of Indian Brands, Branding in rural India.

**Practical Components:**

1. Identify 5 major brands of India and analyze their branding efforts to bring about uniqueness to make the product successful
2. Do a mini project on social media that has been used to create a powerful brand image of a new entrant in car market
3. Interview 5 marketers and list out their brand positioning strategies to exploit the rural market

**Reference Books**

1. Product Management – Donald R. Lehman, Russel S. Winner and
2. Strategic Brand Management - Kevin L.Keller
3. The Brand Management Checklist – BrabVanauken and Man-aging Indian Brands – Ramesh Kumar
4. Application Exercises in Marketing – Ramesh Kumar
5. Brands & Branding by The Economist .
6. Strategic Brand Management by Jean Noel Kapferer
7. Building, Measuring, and Managing Brand Equity by Kevin L.Keller
8. Handbook of new product management – Christopher H.Luch



## INDUSTRIAL MARKETING

Nature	Area	Semester
Elective - V	Marketing	IV
Course Code	Course Name	Credit/Distributions
	Industrial Marketing	(L-2:T-0:P-1) Credit=03
		C1+C2      30 Marks
		C3            70 Marks

### Course Objectives

1. To Study the factors that are associated with business and consumer marketing
2. To acquaint with buying motivation and process involved in organizational customer
3. To study the product lifecycle of Industrial Marketing in the context of managing the business marketing

### Unit I: Introduction

**12 Hours**

The Nature and uniqueness of Industrial Marketing, Classification of Industrial Products, Classification of e-commerce, Difference between Business and Consumer Marketing, Classification of Business Consumers.

### Unit II: Business Buying Behavior

**12 Hours**

Identifying the Buying Behavior of Industrial, Buying Process and Buying Stages, Buying Center Roles, evaluation of unregistered suppliers and registered suppliers for identification, Marketing Information System for Industrial Marketing.

### Unit III: Segmenting, Targeting

#### and Positioning

**12**

#### Hours

Industrial Marketing Planning Process, Demand and Supply Analysis, Segmenting, Targeting and Positioning, Industrial Product Strategy and Product Policy, Product Portfolio, New Product Development, Product Life Cycles of Industrial Products.

**Unit IV: Industrial Marketing Channels`**

**10 Hours**

E-channels, Concept of Logistics and Supply Chain Management in Industrial Marketing. Pricing strategy for Business Markets, Competitive Bidding Technique, Types of Leasing, Personal Selling Process in Industrial marketing

**Unit V: Key Account Management**

**10 Hours**

ABC Analysis, Selling through Internet, Issues and Challenges relating to transaction using software.

**Practical Components:**

1. Pay a visit to Government as well as a private manufacturing company and study the differences in their purchasing procedures, pricing, payment terms
2. Visit an industrial unit which sells directly as against using an intermediary or distributor and list out the advantages and drawbacks of selling directly
3. Imagine you are marketing a product like Air conditioners which can be sold to the large buyers (Business Marketing) like KSTDC as well as in the retail market and list out the differences in terms of Product, Price, Place and Promotion

**Reference Books**

1. Business Marketing Management – Michael Hutt and Thomas Spohr, 8th Edition, Thomson Learning
2. Industrial Marketing – Reeder and Reeder (PHI)
3. Industrial Marketing – Richard Hill (AITBS)
4. Supply Chain Management – Sunil Chopra and Peter Meindl (1st Indian reprint, Pearson Education)
5. Business Marketing – Haynes
6. Business Marketing – Rangan

## SERVICES MARKETING

Nature	Area	Semester
Elective - VI	Marketing	IV
Course Code	Course Name	Credit/Distributions
	Services Marketing	(L-2:T-0:P-1) Credit=03
		C1+C2      30 Marks
		C3            70 Marks

### Course Objectives

1. To analyze the growing importance of Services marketing post LPG
2. To Study the factors affecting the customer expectation and satisfaction
3. To list the roles of effective service delivery to bring about the sales performance

#### **Unit I: Introduction 10 Hours**

Definition and uniqueness of Services, Emerging trends in Services Marketing, Service Marketing mix, recent trends in Services Marketing, Growing potential of Service Industry post Liberalization.

#### **Unit II Consumer Behaviors in Services 14 Hours**

Gap Analysis and Consumer Behavior, Gap Analysis and Strategies, Customer Perception and expectations, Factors influencing Customer Expectations, Services Design and Development, inevitability of Service Standards post globalization.

#### **Unit III: Management of Service Performance 10 Hours**

Service Delivery and Performance, Employees role in Service Delivery - Boundary-spanning roles, Customer roles in Service Delivery, Delivering Services through Intermediaries and Electronic Channels.

#### **Unit IV: Management of Marketing channels 12 Hours**

Managing Demand, Managing Service Promises, Integrated Service, Marketing Communications, Pricing of Services, The integrated gap models for Service Quality

#### **Unit V: Marketing of Services 10 Hours**

Health Care, Hospitality Services, Transport Services, Telecommunication Services, Consultation Services, Financial Services.

Practical Components:

1. Identify 5 major companies in service sectors that have generated employment opportunities in India
2. Visit 2 Car dealers and gather information on expectations and satisfaction from customers about recently introduced car
3. Visit a major Hospital and gather data to analyze the service gap experience by the patients

**Reference Books**

1. Services Marketing – Integrated Customer Focus Across The Firm – Valarie A. Zeithaml and M. J. Bitner
2. Services Marketing – People, Technology and Strategy – Lovelock
3. Services Marketing – Ravishankar
4. Marketing of Services – Jha
5. Marketing of Services – G.S. Bhatia
6. Marketing of Services – Sahu and Sinha

## INTERNATIONAL MARKETING

Nature	Area	Semester	
Elective - VII	Marketing	IV	
Course Code	Course Name	Credit/Distributions	
	International Marketing	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

### Course Objectives

1. To explore the theories, trade and its barriers of India's foreign trade
2. To acquaint with International market entry strategies
3. To learn the factors affecting International marketing
4. To be acquainted with International economic Institutions and forums

### Unit I: Introduction

**10**

#### Hours

Introduction and Importance of International Marketing, Concepts in International Trade, Theories of International Trade, Trade Barriers, Panoramic view of India's Foreign trade since Independence.

### Unit II: International Marketing Environment

**10 Hours**

Economic, Political, Legal, Socio-cultural and Demographic environment. Market entry strategies – MNC's, Global marketers etc.

### Unit III: International Marketing Mix

**12 Hours**

Factors affecting International Marketing, International Marketing mix Strategy, Distribution Strategies and Types of Intermediaries in International Marketing.

### Unit IV: Export Planning

**12 Hours**

Export Finance, Letter of Credit, Export Licensing, Export Houses, Export risk and Insurance, Export Promotion and Incentives provided by the Government of India. Import-Export policies of the Government of India.

### Unit V: International Economic Institutions

#### and Forums

**12 Hours**

GATT, WTO, EFTA, LAFTA, EU, SAARC, BRICS, World Bank, IMF and other trading blocks and common marketing for International Business.

**Practical Components:**

1. Pay a visit to the web sites of companies like PEPSI, Huyndai, Addidas etc., and study their practices in India as well as their home country in the areas of technology, pricing, service, warranty, advertising etc.
2. A Khadi apparel manufacturer in Mysore wants to export his apparel to Sri Lanka and Australia. Based on internet research. What would be your advice to overcome trade barriers
3. Visit a company involved in export business. Learn and record the difficulties faced by them when they began to export

**Reference Books**

1. International Marketing – SakOnkvisit and John J. Shaw
2. International Marketing – Philip Cateora and John Graham
3. International Marketing – C.A. Francis

**Electives: Group-VII**

**MERGER AND ACQUISITION**

<b>Nature</b>	<b>Area</b>	<b>Semester</b>	
Elective – IV	Finance	IV	
<b>Course Code</b>	<b>Course Name</b>	<b>Credit/Distributions</b>	
	Merger & Acquisition	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

**Course Objectives**

1. To understand the role of mergers and acquisitions in firm's strategy,
2. To Know the main concepts related to managing mergers and acquisitions, and
3. To apply common frameworks and tools related to mergers and acquisitions.

**Unit I – Introduction to M & A 08 Hours**

Types of merger– theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders. Reasons for failures of M & A-synergy-types of synergy–value creation in M&A-SWOT analysis- BCG matrix (Theory)





6. The basis for exchange rate determination

**Recommended Books:**

1. Rabi Narayan Kar and Minakshi, Taxmanns. Mergers Acquisitions & Corporate Restructuring - Strategies & Practices
2. SheebaKapil and Kanwal N. Kapil, Wiley. Mergers and Acquisitions
3. MachirajuH.R.(2003), New Age International (P) Ltd., Mergers, Acquisitions and Takeovers ,New Delhi

**Reference Books:**

1. Mergers etal.-Issues, Implications, and Case Law in Corporate Restructuring, Ramanujam S., Tata McGraw Hill Publishing House,2000.
2. Takeovers, Restructuring and Corporate Governance, Weston, Mitchell and Mulherin, 4th Edition, Pearson Education, 2003.

## DERIVATIVES

Nature	Area	Semester	
Elective – IV	Finance	IV	
Course Code	Course Name	Credit/Distributions	
	Merger & Acquisition	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

### Course Objectives:

1. To understand the features of financial derivatives.
2. To hedge risk and practice risk management using derivatives.
3. To explain the use of options and futures contracts for tactical portfolio strategies purpose
4. To provide an understanding of pricing financial derivatives, including familiarity with some central techniques, like the binomial model, and the Black-Scholes model
5. To explain the fundamentals of credit risk management and Value at Risk

### Unit I: Introduction to Derivatives

**10**

#### Hours

Forwards, Futures, Options, Swaps, trading mechanisms, Exchanges, Clearing house (structure and operations, regulatory framework), Floor brokers, Initiating trade, and Liquidating or Future position, Initial margins, Variation margins, Marking to Market (MTM), Types and orders. Future commission merchant

### Unit II: Forward and Future Contracts

**10**

#### Hours

Forward contracts, futures contracts, Financial futures, Valuation of forward and future prices of index futures, Valuation of stock futures, Hedging using futures contracts, Hedging using stock & index future contracts, Adjusting Beta of a portfolio using future contract. Interest rate futures and currency futures.

### Unit III: Valuation of options

**12**

#### Hours

Options-Types of options, option pricing, factors affecting option pricing call and put

options on dividend and non-dividend paying stocks, - mechanics of options - stock options - options on stock index - options on futures – interest rate options. Concept of exotic option. Hedging & valuation of option: basic model, Black and Scholes Model, Option Greeks. Arbitrage profits in options.

#### **Unit IV: Options Contracts and**

##### **Trading Strategies**

**12 Hours**

Put-call parity; Trading strategies (Butterfly, Bull, Bear, Box Strangle) involving options

#### **Unit V: Commodity Market in India**

**12 Hours**

Commodity futures and options, outlines of SEBI guidelines, working of NCDX, MCX.

#### **Practice Component**

1. Preparation of working structure of various stock exchange/ broking firms in India.
2. NISM Exam
3. Mock trading using Money control

#### **Recommended books:**

1. John C. Hull, Pearson Education. Options Futures & Other Derivatives,
2. Rajiv Srivastava, Oxford University Press, (2010) Derivatives and Risk Management,
3. Options & Futures- Vohra& Bagri, 2/e, TMH.

#### **Reference Books:**

1. Derivatives, Principles and Practice, Sundaram& Das, McGraw Hill.
2. Options & Futures –Edwards & Ma, 1/e, McGraw Hill.

## INTERNATIONAL FINANCE

Nature	Area	Semester
Elective - VI	Finance	IV
Course Code	Course Name	Credit/Distributions
	International Finance	(L-2:T-0:P-1) Credit=03
		C1+C2      30 Marks
		C3            70 Marks

### Course Objectives:

1. To understand the International Financial Environment and the Foreign Exchange market.
2. To learn hedging and Forex risk management.
3. To learn the Firm's Exposure to risk in International environment and various theories associated with it.

### Unit I: International Financial Environment

**08 Hours**

Role of International Financial Management in Corporate Financial Management, Dynamics of Global Capital Flows, India's Balance of Payment, trends, direction and composition. CAD (current account deficit) problems. Economic and Monetary Union

### Unit II: Foreign Exchange Market

**14 Hours**

Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates- - Bid – Ask – Spread (Theory & Problems).

### Unit III: Foreign Exchange Risk Management

**12 Hours**

Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market-Currency Swaps-Interest Rate Swap- problems on both two way and three way Swaps (Theory & Problems).

### Unit IV: International Parity Relationships &

Forecasting Foreign Exchange

**14 Hours**

Measuring exchange rate movements-Exchange rate equilibrium-Factors effecting foreign exchange rate-Forecasting foreign exchange rates, Interest Rate Parity, Purchasing Power Parity &International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage (Theory & Problems)

**Unit V: International Investment Decision**

**08 Hours**

Risk Factors, country Risk, cost and Benefits International Capital Budgeting- Evaluation Criteria

**Recommended Book:**

1. MadhuVij-International Financial Management, 2nd Edition, 2003
2. AptePrakash G., International Finance, Tata McGraw Hill Ch1 Buckley, Adrian  
Multinational Finance, New York, Prentice Hall Inc.
3. Kim, Suk and Kim, Seung – Global Corporate Finance: Text and Cases, 2nd ed.  
Miami Florida, Kolb
4. Shapiro, Alan.C – Multinational Financial Management, New Delhi, Prentice Hall  
of India

**Reference Books:**

1. Shailaja G., International Finance, University Press India P. Ltd Ch.9, 15, 18, 19  
and 20.
2. International Financial Management by Jeff Madura

## TAXATION

Nature	Area	Semester	
Elective - VII	Finance	IV	
Course Code	Course Name	Credit/Distributions	
	Taxation	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

### Course Objectives:

1. To provide the students with a comprehensive understanding of residential status in tax laws
2. To acclimatize the students with process of computing tax liability of Individuals
3. To understand corporate taxation system in the country
4. To know the deductions and exemptions available in the tax laws
5. To Provide Insight into GST

### Unit I: Introduction to Direct Tax

**12 Hours**

Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India. Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee).

### Unit II: Heads of Income

**10 Hours**

Explanation under various heads of income .Income from salary (Basic problems), Income from House Property (Theory Only) Income under the head Profit and Gains of Business or Professions and its computation scheme of business deductions (Problems on computation of income from business/ profession of Individual assessee).

### Unit III: Income under Capital Gain

**10 Hours**

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain( theory&



problems), deductions from capital gains. Income from other Sources (Theory Only), Permissible deductions under section 80C to 80U. Setoff and carry forward of losses.

**Unit IV: Computation of Tax Liability**

**10 Hours**

Computation of tax liability of a firm and partners. Computation of taxable income of a company with special reference to MAT. Corporate dividend Tax.

**Unit V: Goods and Service Tax**

**14 Hours**

Introduction, Overview and Evolution of GST, Indirect tax structure in India , Introduction to Goods and Service Tax (GST) - Key Concepts , Phases of GST, GST Council , Taxes under GST, Cess, Registration under GST - Threshold for Registration, Regular Tax Payer, Composition Tax Payer, Unique Identification Number, Registration Number Format. Types of GST returns and their due dates, late filing, late fee and interest. ,

**Practical Components:**

1. Preparation of Income tax returns of Individual assesses.
2. Studying the online submission of Income tax returns

**Reference Books:**

Students' Handbook on Taxation: Manoharan T.N. & Hari G.R., 29/e, Snow White Publications Pvt. Ltd.

1. Goods and Service Tax with Customs Law: Srinivas K.R, Jayaprasad D & Bhavani M., Kalyani Publications.
2. Systematic Approach to Indirect Tax- Kumar, Sanjeev
3. Text Book of Indirect Tax – Sinha P.K
4. Dr. Vinod Singhania, Taxman Publication, New Delhi.

### Electives: Group-VIII

#### STRATEGIC HUMAN RESOURCE MANAGEMENT

Nature	Area	Semester	
Elective - IV	Human Resource	IV	
Course Code	Course Name	Credit/Distributions	
	Strategic Human Resource Management	(L-3:T-0:P-0) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

#### Course Objectives

1. To learn the fundamentals of SHRM framework and analyze the overall role of SHRM in business.
2. To improve the ability to think how SHRM should be used as a tool to achieve competitive advantage.
3. To understand the key element of SHRM and unite with organizational culture.
4. To magnify the numerous issues that crop in while implementing SHRM and find suitable remedies for the same.

#### Unit I: Context of Strategic HRM

**12 Hours**

Introduction, An investment perspective of HRM – Adopting an investment perspective, Valuation of assets, Understanding and measuring human capital, Human resource metrics, factors influencing investment oriented organizations, Impact of changes in technology - Telecommuting, Employee surveillance and monitoring, e-HR, Social networking, Workforce demographics & diversity on HRM – Generational diversity, Sexual orientation, individuals with disabilities, other dimensions of diversity.

#### Unit II: Strategic Role of HRM & Planning

**12 Hours**

strategic HR Vs Traditional HR – Roles assumed by the HR function, HR roles in a knowledge based economy, SHRM critical HR competencies, Lepak and Snell's Employment models, Barriers to strategic HR, Strategic HR planning – Objectives of HR planning, Types of planning - aggregate & succession planning.

### **Unit III: Strategic Perspectives on**

#### **Recruitment, Training & Development**

**12 Hours**

Temporary Vs Permanent employees, Internal Vs External recruiting, methods of recruiting, Selection - Interviewing, testing, references; International Assignment, Diversity, Strategizing training & development, Needs assessment, objectives, Design and delivery, Evaluation.

### **Unit IV: Strategic Perspectives on**

#### **Performance Management**

**10 Hours**

Feedback & Compensation Use of the System, who evaluates, what to evaluate & how to evaluate, measures of evaluation, Compensation Equity, Internal equity, external equity, and Individual equity.

### **Unit V: Employee Separation**

**10 Hours**

Reduction in force, turnover, retirement, Global Human Resource Management – International Vs Domestic HRM, Strategic HR Issues in International Assignment, Repatriation.

#### **Text Books**

1. Jeffery Mello. (2012). *Strategic Management of Human Resources*. (3<sup>rd</sup> International ed.). Cengage Learning
2. Dr.S.S.Khanka. (2003). *Organizational Behavior*, (4th Ed.) S.Chand& Company pvt ltd

#### **Reference Books**

1. Luis R. Gomez-Mejia, David B.Balkin, Robert L. Cardy, (2001). *Managing Human Resources*, PHI.
2. S.K.Bhatia. (2007). *Strategic Human resources Management: Winning through People*, Deep & Deep Publication Pvt. Ltd.
3. Charles R, Greer. (2003). *Strategic Human Resource Management*. (2<sup>nd</sup>ed.). Prentice Hall
4. Kandula S.R. (2001). *Strategic Human Resource Development*. (New Title Edition). Prentice Hall India.

## INDUSTRIAL LABOUR LEGISLATION

Nature	Area	Semester
Elective - V	Human Resource	IV
Course Code	Course Name	Credit/Distributions
	Industrial Labour Legislation	(L-2:T-0:P-1) Credit=03
		C1+C2      30 Marks
		C3            70 Marks

### Course Objectives

1. To know the development and the Judicial setup of Labour Laws
2. To learn the salient features of Welfare and Wage Legislation
3. To learn the Laws relating to IR, Social Security and Working Conditions

### Unit I: Industrial Disputes Act 1947

12

#### Hours

Emphasis on Sec 2 (all definitions), 9A, 10, 12, 17 , 18 , 22 , 23 , 24, 25, Chapter V B, Up to Sec 25 (S) and Sec33. Karnataka ID Rules, Industrial Employment (Standing Orders) Act, Karnataka Standing Orders Rules.

### Unit II: Indian Factories Act 1948

12 Hours

Karnataka Factory Rules, Contract Labour (Regulation and Abolition) Act 1971, Karnataka Contract Labour Rules.

### Unit III: Payment of Gratuity Act 1982

10 Hours

Payment of bonus act 1965, Karnataka Industrial Establishments (National Festival Holidays) Act

### Unit IV: ESI Act 1948

12 Hours

Employees' provident fund and miscellaneous provisions act 1952, workmen's compensation act 1932. Payment of wages act 1936.

### Unit V: Code of Discipline in Industries

10 Hours

Report of the second national labour commission 2002.Latest ILO deliberations on labour legislation in developing countries.

### Practical Component

1. Students are taken to Labour Court to get practical exposure on labour proceedings
2. Arrange a debate on Constitutional provisions of Labour Law

### **Reference Books**

1. P.L.Malik. (2013). Industrial Laws, (15th Ed.). Eastern Book Publishing
2. R. J Reddy (2004). Industrial Law, APH Publishing
3. S.N Mishra (2014). Industrial and Labour Law. (27th ed.). Central Law Publications

## INDUSTRIAL RELATIONS

Nature	Area	Semester	
Elective - VI	Human Resource	IV	
Course Code	Course Name	Credit/Distributions	
	Industrial Relations	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

### Course objectives

1. To understand the importance of Human Relations at work
2. To distinguish the procedures concerning Worker Participation and Participatory Institutions and Instruments of Trade Union
3. To distinguish Employee Rights & Obligations according to the scope of employment
4. To analyze the field of Labor Relations in an Interdisciplinary Manner
5. To Synthesize the proposals for Legislative Initiatives

### Unit I: Industrial Relations

**12 Hours**

Historical background, concept, Meaning and scope of IR, stake holders of IR, various factors influencing IR, Perspectives/Approaches to IR- Unitary, Pluralist, Radical, Psychological approach, Sociological approach, Human Relations approach, Socio ethical approach, Gandhian/ Trusteeship approach, Systems approach, Essentials of sound IR policy, IR strategies, Legal frame work: The Industrial Disputes Act 1947, Industrial conflict Disputes – Causes and Consequences of Industrial Conflicts in India, Conflict resolution.

### Unit II: Trade Unions and Related aspect

**10 Hours**

Trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and management of Trade union, trade union act 1926, registration of trade union, employers association – objectives, origin and growth, legal status, problems of trade unions.

### Unit III: Grievances and Disciplines

**12 Hours**

Grievances, redressal, discipline, standing orders, acts of misconduct, show cause notice, suspension, Enquiry procedure, Principles of natural justice, Punishments, Demotion

suspension, Termination, Removal and dismissals, Conflicts – Industrial disputes –Lay off, Termination simplicitor, Retrenchment, closures, VRS.

**Unit IV: Collective Bargaining**

**10 Hours**

Concept, its relevance in IR, CB as an institution, ILO perception of CB, Objectives of CB, Structure, Functions, process, negotiations, bargaining approaches & techniques, patterns of bargaining.

**Unit V: Settlements**

**12 Hours**

Types of settlement wage settlement, bonus settlement, productivity settlement, VRS settlement, Union issues settlement, Reorganization settlement, transfer, Layoff, retrenchment and closure settlements.

**Practical Component**

1. Give a case of collective bargaining and ask the students to role play
2. Arrange a debate in the classroom about rights and duties of trade union of workers

**Text Books**

1. Mamoria, Mamoria, Gankar,. (2016). *Dynamics of Industrial Relations*. Himalaya Publishing House
2. C S VenkataRatnam. (2017). *Industrial Relations*(2<sup>nd</sup>ed.). Oxford University Press

**Reference Books**

1. A M Sarma. (2016). *Industrial Relations &Labour Laws*. (Revised ed.). Himalaya Publishing House
2. ArunMonnappa. (2017). *Industrial Relations &Labour Law*. (2<sup>nd</sup>ed.). McGrawhill Education

## MANAGING KNOWLEDGE WORKERS

Nature	Area	Semester	
Elective - VI	Human Resource	IV	
Course Code	Course Name	Credit/Distributions	
	Managing Knowledge Workers	(L-3:T-0:P-0) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

### Course objectives

1. To analyze and define the links between Knowledge Management, Organizational Learning
2. To analyze the fundamental elements pertaining to Knowledge Management
3. To examine and Evaluate the Role of Leadership in Facilitating Human Infrastructure to enable best practices
4. To Identify the Drivers and Inhibitors of Effective KM Practices to promote Innovation and improving projects and management practices at a large

### Unit I: Knowledge Management

**12 Hours**

The changing nature of organizations – workforce composition, evolving work roles and responsibilities, Team work, Relationship building, Communication, Leadership, Decision making, Change management, worker motivation, Infrastructure, concept of Knowledge management, Drivers of knowledge management, Knowledge as an asset – Explicit knowledge and Tacit knowledge, Organizational knowledge, Knowledge management as an emerging concept - leadership and knowledge management, Developing a knowledge culture, learning & develop- mental organization, Asset based corporate development, Applying knowledge to work practices, Knowledge Systems, Developing a Knowledge Service, The challenge for Strategic Knowledge Leadership.

### Unit II: Strategic Knowledge Management

**12 Hours**

Models of knowledge management, Knowledge management Life cycle, knowledge workers, Skills and competencies of knowledge workers, phases of knowledge development – Knowledge sourcing, Knowledge Abstraction, Knowledge Conversion,



Knowledge Diffusion, Knowledge development and refinement, Knowledge management infrastructure – Managerial infrastructure, Technological infrastructure, Social infrastructure, harnessing organizational knowledge, Enabling Knowledge Transference, The five P's of strategic management, Building knowledge management into the Strategic Framework.

### **Unit III: Knowledge Leader**

**10 Hours**

Contributory Disciplines to Knowledge Leadership - Librarianship, Information Technology, Human Resource Management, Business management, The generic Attributes of a knowledge leader – Strategic visionary, Motivator, Communicator, Change agent, Coach Mentor and model, Learning facilitator, Knowledge Executor, Specific knowledge Leadership Roles – Strategic knowledge leader, Core leaders, Leading Knowledge Teams – Self managed knowledge teams, Virtual knowledge teams, Leading a Knowledge network, Recruiting and Selecting Knowledge Leaders.

### **Unit IV: Developing and sustaining**

#### **a Knowledge Culture**

**10 Hours**

Knowledge Culture Enablers – Core values, Structural support, Enacted values, Interaction with colleagues, maintaining the Knowledge Culture during Change, Reviewing the existing knowledge culture, implementing knowledge culture enhancement programs, maintaining the Knowledge Culture.

### **Unit V: Knowledge Management &**

#### **HRM Practices**

**12 Hours**

Structural Support for knowledge management, Impact of Organizational Structure on Knowledge Management – Functional structure, Divisional structure, Matrix model, Staffing – workforce planning, Defining core competencies, Selection and Recruitment, Induction orientation and acculturation, work context management, Performance Management – Performance standards, performance management process, providing feedback, Rewarding high achieving Knowledge Workers, Learning & Development – Individual learning, succession planning, Learning transfer, Organizational Evaluation and Review – Exit interviews, Performance measures, Organizational development

### **Text Books**

1. SheldaDebowski. (2005). *Knowledge Management*. (1<sup>st</sup>ed.). John Wiley India Pvt. Ltd.
2. Elias M.Awad& Hassan M.Ghaziri. (2004). *Knowledge Management*. Pearson Education.
3. Carl Davidson & Philip Voss. (2003). *Knowledge Management*. Vision Book India

## Electives: Group-IX

### Brand Management

Nature	Area	Semester	
Elective - IV	Corporate Social Responsibility	IV	
Course Code	Course Name	Credit/Distributions	
	Brand Management	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

#### Course Objectives

- Analyze the importance of branding by visiting the various dimensions of brand promotion
- To Study the factors that are associated with brand success and failure
- Outline the importance of market planning and segmenting, targeting and positioning to make the product successful

#### UNIT I:

**12 Hours**

Introduction to Product & Brand Management, Product mix and Product line, Brand Image, Brand Equity, Brand Association, Brand Awareness, Brand Recall, Brand Positioning, Brand Narration, Brand Experience, Brand loyalty, Brand pull, Brand Promise.

#### UNIT II:

**12 Hours**

New Product Development Process, Product Launch, , Launch Strategy, Reasons for New Product failures, Steps in Consumer Adoption Process, Product Life Cycle concepts. (12 Hours)

**UNIT III:****12 Hours**

Market Planning, Planning Process, Components of Marketing Plan – Analysis of competition, Product Portfolio Analysis, Customer Analysis, Segmenting – Targeting – Positioning (STP), Techniques of good positioning, Various Pricing strategies, Distribution strategies.

**UNIT IV:****10 Hours**

Designing and Implementing Marketing Programs to build Brand Equity, Important elements to build Brand Equity, Measuring the effectiveness of Brand Equity, Branding Strategies.

**UNIT V:****10 Hours**

Ethics in Brand Building, Brand Marketing practices in India, Issues and Challenges of Indian Brands, Branding in rural India. CSR and Marketing, CSR as Organizational Brand Building

**Practical Components:**

- Identify 5 major brands of India and analyze their branding efforts to bring about uniqueness to make the product successful
- Do a mini project on social media that has been used to create a powerful brand image of a new entrant in car market
- Interview 5 marketers and list out their brand positioning strategies to exploit the rural market

**Reference Books**

- Product Management – Donald R. Lehman, Russel S. Winner and
- Strategic Brand Management - Kevin L.Keller
- The Brand Management Checklist – BrabVanauken and Managing Indian Brands – Ramesh Kumar
- Application Exercises in Marketing – Ramesh Kumar
- Brands & Branding by The Economist .

- Strategic Brand Management by Jean Noel Kapferer
- Building, Measuring, and Managing Brand Equity by Kevin L.Keller
- Handbook of new product management – Christopher H.Luch
- Brand Management Practices – Issues and Trends by K. Sasikumar, K.S. Chandrasekar

### **International Business and CSR**

Nature	Area	Semester	
<b>Elective - V</b>	<b>Corporate Social Responsibility</b>	<b>IV</b>	
Course Code	Course Name	Credit/Distributions	
	<b>International Business and CSR</b>	<b>(L-2:T-0:P-1) Credit = 03</b>	
		<b>C1 + C2</b>	<b>30 Marks</b>
		<b>C3</b>	<b>70 Marks</b>

#### **Course Objectives:**

- The students will be highlighted on various concepts of International Business process
- The students will get introduced to relationship between CSR and International business

#### **Practical Components:**

- Students can visit two successful MNCs and record the business processes
- Prepare a mini project on the CSR activities conducted by two MNCs

**UNIT I****(14 Hours)**

International Business –Definition – Internationalizing business-Advantages – Concept of Liberalization Privatization and Globalization - factors causing globalization of business-international business environment – country attractiveness –Political, economic and cultural environment –Effect of

Liberalization Privatization and Globalization, Liberalization Privatization.

**UNIT II****(14 Hours)**

Globalization: Meaning, Drivers, And International trade theory: Mercantilism, Absolute advantage, Comparative advantage, Globalization and its impact on Indian economy-meaning and levels of globalization- factors are influencing globalization -globalization strategy for a company- a critique of globalization- globalization in India- steps towards globalization – effects of globalization. GATT and WTO -multilateral trade negotiation and agreements and implications, the global recession.

**UNIT IV****(14 Hours)**

Convention on Bio – Diversity 1992, WTO Agreement of 1994, KYOTO Protocol of 1997.Relationship of WTO, CBD and KYOTO for India, Roles and Benefits from WTO, CBD and KYOTO, Relationship between CSR and WTO, CBD & KYOTO. Sustainable Forestry and Natural Recourses vis-à-vis CBD,

Non-Tariff Barriers of WTO vis-à-vis CSR, Green House Emission and KYOTO Protocol.

**UNIT V****(14 Hours)**

Broad issues in Globalization: Emerging Global Players, Ethical issues in Context of International Business, The Social Responsibility of the Global Firm, Cross-Culture Communication

And Negotiation, Leadership Issues, Business Improvement: Integrating Quality, Innovation, and Knowledge Management, The Role of the Parent: Managing the Multinational Business Firm,

Organizing and Structuring the Multi Business Firm.

**Reference Books:**

1. International Business, Francis Cherunilam, Fifth Revised Edition, PHI Learning Pvt. Ltd.
2. Donald Ball Wendell H McCulloch, Michael Geringer, Minor, Jeanne M Mcnett – International Business by TATA MCGRAW – HILL
3. International Business – Roger Bonnet
4. International Business – Michal Zinkata
5. International Business – Richard M Shaffer
6. India's Foreign Trade – Vadilal
7. Buckley , Adrian – Multinational Finance, New York, Prentice Hall Inc.m
8. International Financial Management – Jeff Madura
9. Lasserre, Philippe (2007). Global Strategic Management, Palgrave MacMillan.
10. John D Daniels, Lee H Radebaugh Daniel P Sullivan , Prashant Salwan (2010). International Business Environments and Operations, Pearson Education

## **Sustainability & Stakeholder Management**

<b>Nature</b>	<b>Area</b>	<b>Semester</b>	
<b>Elective - VI</b>	<b>Corporate Social Responsibility</b>	<b>IV</b>	
<b>Course Code</b>	<b>Course Name</b>	<b>Credit/Distributions</b>	
	<b>Sustainability &amp; Stakeholder Management</b>	<b>(L-2:T-0:P-1) Credit = 03</b>	
		<b>C1 + C2</b>	<b>30 Marks</b>
		<b>C3</b>	<b>70 Marks</b>

### **Course Objectives:**

- The students will be introduced to the concepts and importance of sustainability
- The students will get insights into stakeholders management

### **Practical Components:**

- Students can visit two NGOs and record their contribution towards the sustainability practices
- Write any two strategies employed to engage stakeholders in companies

### **UNIT I**

Sustainability and sustainable development: Why sustainability?- Concept and seven key factors of Sustainability – UN Sustainable Development Goals and Sustainability – Environmental Sustainability : Global Initiatives on Environmental Sustainability.

### **UNIT II**

Corporate Sustainability Footprint: The Value Chain Footprint - Sustainability and Greenhouse gases (GHG) - Facility Operations: Energy Efficiency & Green Building - Sustainable Procurement & Logistics.- Sustainable Production and Consumption. Corporate Sustainability Footprint - Resource use and loss – Process view and Life Cycle Assessment - Industry and competition analysis.



### **UNIT III**

Business (corporate) sustainability: Evolution of business approaches to SD- Business Sustainability – UN Global Compact - Key players in sustainability field: governments, NGOs, international and supranational organizations.

Stake holder mapping, Internal Stakeholders, External Stake holders, Stakeholder Theory & Stakeholder Engagement Overview. Stakeholder's relations. Pro-poor development.

### **UNIT IV**

Corporate Sustainability Strategy: Developing strategy through benchmarking and balanced scorecard - Intrapreneurs and employee engagement - Operationalizing Sustainability - Corporate Sustainability Management System: Determining sustainability "current state" – Corporate level; Benchmark sustainability program – Gap analysis; Creating sustainability strategy - Sustainability Challenges and Solutions.

### **UNIT V**

Corporate Stakeholder Engagement : Multilateral engagement (UN/World Bank/OECD) - Government engagement - NGO's – influence and engagement -Trade associations (WBCSD) - Stakeholder interests and engagement -Creating a comprehensive Stakeholder engagement strategy - Implementation and engagement- Analysis and evaluation.

### **Reference Books:**

1. Farver, *Mainstreaming Corporate Sustainability*
2. Blackburn, *The Sustainability Handbook*
3. "R. Edward Freeman on Stakeholder Theory"
4. Rate the Raters Phase Four: The Necessary Future of Ratings (Sustain Ability, July2011); scan key points
5. CSRHUB.com (review high level)
6. Accountability AA1000 Stakeholder Engagement Standard (AA1000SES) •  
Account Ability & UNEP: From Words to Action: The Stakeholder Engagement Manual(Volumes One & Two) (review high level)
7. Accountability & UNEP: From Words to Action: The Stakeholder Engagement Manual(Volumes One & Two)

## INDUSTRIAL RELATIONS

Nature	Area	Semester	
<b>Elective - VII</b>	<b>Corporate Social Responsibility</b>	<b>IV</b>	
Course Code	Course Name	Credit/Distributions	
	<b>Industrial Relations</b>	<b>(L-2:T-0:P-1) Credit = 03</b>	
		<b>C1 + C2</b>	<b>30 Marks</b>
		<b>C3</b>	<b>70 Marks</b>

### Course objectives

1. To understand the importance of Human Relations at work
2. To distinguish the procedures concerning Worker Participation and Participatory Institutions and Instruments of Trade Union
3. To distinguish Employee Rights & Obligations according to the scope of employment
4. To analyze the field of Labor Relations in an Interdisciplinary Manner
5. To Synthesize the proposals for Legislative Initiatives

### Unit I: Industrial Relations

**12 Hours**

Historical background, concept, Meaning and scope of IR, stake holders of IR, various factors influencing IR, Perspectives/Approaches to IR- Unitary, Pluralist, Radical, Psychological approach, Sociological approach, Human Relations approach, Socio ethical approach, Gandhian/ Trusteeship approach, Systems approach, Essentials of sound IR policy, IR strategies, Legal frame work: The Industrial Disputes Act 1947, Industrial conflict Disputes – Causes and Consequences of Industrial Conflicts in India, Conflict resolution.

### Unit II: Trade Unions and Related aspect

**10 Hours**

Trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and management of Trade union, trade

union act 1926, registration of trade union, employers association – objectives, origin and growth, legal status, problems of trade unions.

**Unit III: Grievances and Disciplines**

**12 Hours**

Grievances, redressal, discipline, standing orders, acts of misconduct, show cause notice, suspension, Enquiry procedure, Principles of natural justice, Punishments, Demotion suspension, Termination, Removal and dismissals, Conflicts – Industrial disputes – Lay off, Termination simplicitor, Retrenchment, closures, VRS.

**Unit IV: Collective Bargaining**

**10 Hours**

Concept, its relevance in IR, CB as an institution, ILO perception of CB, Objectives of CB, Structure, Functions, process, negotiations, bargaining approaches & techniques, patterns of bargaining.

**Unit V: Settlements**

**12 Hours**

Types of settlement wage settlement, bonus settlement, productivity settlement, VRS settlement, Union issues settlement, Reorganization settlement, transfer, Layoff, retrenchment and closure settlements.

**Practical Component**

1. Give a case of collective bargaining and ask the students to role play
2. Arrange a debate in the classroom about rights and duties of trade union of workers

**Text Books**

1. Mamoria, Mamoria, Gankar,. (2016). *Dynamics of Industrial Relations*. Himalaya Publishing House
2. C S VenkataRatnam. (2017). *Industrial Relations*(2<sup>nd</sup>ed.). Oxford University Press

**Reference Books**

1. A M Sarma. (2016). *Industrial Relations &Labour Laws*. (Revised ed.). Himalaya Publishing House
2. ArunMonnappa. (2017). *Industrial Relations &Labour Law*. (2<sup>nd</sup>ed.). McGrawhill Education

## Electives: Group-X

### Travel Agency and Transport Management

Nature	Area	Semester	
Elective - IV	Tourism & Travel Management	IV	
Course Code	Course Name	Credit/Distributions	
	Travel Agency and Transport Management	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

**Learning Objective:** The main objective of the course is to equip the students with a set of theoretical and practical knowledge relating to travel agency tour operation and transportation management.

#### Unit 1

10 Hours

Introduction- Definition of Travel Agency –History & Growth of– Scope –Role - Functions and Types of Travel Agency - Ancillary Tourism Service - Sources of Income. – Differentiation and Interrelationship between Travel Agency and Tour Operators - Contributions in Growth and Development of Tourism.

#### Unit II

11 Hours

**The Modern Tour Industry:** Evolution of Tour Operation Business – Definition – Types - Functions – Types of Tours - Tour Formulations, Tour Designing Process – Tour Operations Process – Holiday Packages – Types - Components of Package Tour - Basic Principles in Packaging - Factors Affecting Tour Design and Selection. Developing Linkages with Principle Suppliers – Itinerary – Meaning, Types of Package Tour (Prepare Itinerary Of Assumed Tour Packages) –Tour Guides And Escorts - Types, Role And Responsibilities.

### **Unit III**

05 Hours

**Travel Formalities:** Passport, Visa, Foreign Exchange, Travel Insurance, Customs, Immigration and Health Regulation along with travel documents required for visiting North East region of India: Restricted Area Permit (RAP) and Inner Line Permit (ILP).

### **Unit IV**

10 Hours

**Introduction to Tourism Transport System:** Airlines Transportation - The Airlines Industry - Origin and Growth - Scheduled and Non-scheduled Airlines services - Role of IATA and ICAO. Airports and Major Airlines. Road Transport in Tourism: Growth and Development of Road Transport system in India - Role of Regional Transport Authority. Rail Transport - Major Railways to tourists - Indrail pass – Eurail pass – Brit rail pass, Luxury Tourist Trains in India. Cruise ships – Types – Cruise liners – Major Cruise tourism destinations - Future prospects. Car Rental and International car hire.

04 Hours

**UNIT V: Aviation Management-** Aviation, Types of Aircrafts, Airport Layout, Types of Air Fares, Role of GDS and CRS in Air Travel.

### **Books for Reference:**

1. An introduction to Travel and Tourism, McGraw Hill Int. Edition. 1994
2. Laws, Eric, Managing Packaged Tourism, International Thomson Business Press, Edition 1997.
3. Negi, Jagmohan, Toursit Guide and Tour operation, Kanishka Publishers 2004.
4. Syrratt, Gwenda Manual of Travel Agency Practices, Elsevier, Butterworth Heinmann, Edition 2003.
5. Pender, Lesley, Travel Trade and Transport. An Introduction, Edition 2001
6. Holloway, J.C., (1983), The Business of Tourism, McDonald and Evans, Plymouth.
7. Syrratt Gwenda, (1995). Manual of Travel Agency Practice, Butterworth Heinmann, London
8. Stevens Laurence, (1990). Guide to Starting and Operating Successful Travel Agency, Delmar Publishers Inc., New York.

9. Chand, Mohinder, Travel Agency Management, Anmol Publication
10. Seth, P. N., (1992), Successful Tourism Management Vol. 1 & 2, Sterling Publications, Delhi
11. Foster, Douglas (1983), Travel and Tourism Management, McMillan, London.

### **International Tourism**

Nature	Area	Semester	
<b>Elective -V</b>	<b>Tourism &amp; Travel Management</b>	<b>IV</b>	
Course Code	Course Name	Credit/Distributions	
	<b>International Tourism</b>	<b>(L-2:T-0:P-1) Credit = 03</b>	
		<b>C1 + C2</b>	<b>30 Marks</b>
		<b>C3</b>	<b>70 Marks</b>

#### **Learning Objectives:**

1. To study the Tourism resources of India.
2. To understand the Tourism resources of North America and South America.
3. To know the tourism resources of Europe, Africa, Middle East, Asia and Australia.

#### **Unit 1**

12 hrs

**A) Concept of International Tourism** - Challenges-Factors Affecting Global and Regional Tourist Movement-Contemporary Trends in International Tourist Movements-IATA Areas.

**B) Tourism Resources of India**-Art Forms-Paintings, Museums, Art Galleries -Manmade Attractions-Archaeological Sites, Forts and Palaces. – Natural Attractions-Land Forms, Landscapes, Mountains, Water Bodies, Deserts, Islands, Wildlife Sanctuaries, National Parks, and Tourism Attractions - Cultural Attractions, Fairs and Festivals, Dance Forms, Handicrafts and Music.

**Unit II**

07 hrs

**Tourism Resources of North and South America**-USA-Canada-Mexico-Caribbean Islands-Brazil and Argentina.

**Unit III**

07 hrs

**Tourism Resources of Africa and Middle East**- South Africa-Egypt-Kenya –Seychelles-Mauritius-U.A.E-Saudi Arabia.

**Unit IV**

07 hrs

**Tourism Resources of Europe:** Scandinavia -Italy-France-Germany-United Kingdom-Spain-Switzerland- Austria-Poland –Greece.

**Unit V**

07 hrs

**Tourism Resources of Asia and Australia**- China-Japan- Hongkong- Singapore-Malaysia-Thailand- Indonesia- Australia –New Zeland.

**Books for References:**

- 1) Travel Geography, Burton and Rosemary Longmen Edn. 1999s.
- 2) Worldwide destination, Geography of Travel and Tourism by Cooper, Chris and Bomifade.
- 3) Geography of Travel and Tourism, Hudson, Lyods and Jackson, Delmar Publishers 1999.
- 4) International destinations by Perlitz, Lee and Elliots, Prentic Hall Edn. 2001.
- 5) World Geography – By Majid Hussain
- 6) Heritage and Cultural tourism – Romila chawla
- 7) Tourism products - Robinet Jacob, Sindhu, Mahadevan
- 8) Cultural tourism - Harish Badan

## Tourism Planning and Development

Nature	Area	Semester	
Elective -VI	Tourism & Travel Management	IV	
Course Code	Course Name	Credit/Distributions	
	Tourism Planning and Development	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

### Course Objectives:

1. To understand the tourism planning in destination management and development.
2. To know the institutional support in tourism destination development.
3. To study the concept of sustainable tourism planning and development.

### Unit I

**08 hrs**

**Tourism Planning:** Common Features of Tourist Destinations – Components of Destination Amalgam. –Essential Facilities and Services For Tourism Development- Conceptual Meaning Of Tourism Planning- Destination Planning Process And Analysis – Types -Levels of Tourism Planning - Assessment of Tourism Potential of A Destination.

### Unit II

**08 hrs**

**Tourism Destination Image Development** - Attributes of Destinations: Pearson's Determined Image, Measurement of Destination Image – Tourism Destination Branding Perspectives and Challenges-Creating the Unique Tourism Destination Proposition – Tourism Destination Image Formation Process; Unstructured Image - Product Development and Packaging - Destination Branding and the Web-Case Study.

### Unit III

**06 hrs**



**Tourism Destination Promotion and Publicity** - Ten 'A's Framework for Tourism Destinations -Destination Marketing Mix - Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies - Role of DMO's in Destination Marketing Strategies.

**Unit IV**

**10 hrs**

**Institutional Support:** Public Private Partnership (PPP) - National Planning Policies for Destination Development- WTO Guidelines for Planners -Characteristics of Rural Tourism Plan - Environmental Management Systems – Destination Vision- The Focus of Tourism Policy: The Competitive Sustainable Tourism Destination. (Destination Mapping- Practical Assignment).

**Unit V**

**08 hrs**

**Sustainable Tourism:** Definition – Forces Which Promote Sustainable Tourism – Economic Forces Which Resist– Principles– Carrying Capacity–Forms - Planning For Sustainable Tourism Development-Environmental Impact Assessment.

**Books for Reference:**

1. Nigel Morgan, Annette Pritchard & Roger Pride (2001), Destination Branding: Creating the Unique Proposition, Butterworth and Heinemann.
2. Richard W. Butler (2006), The Tourism Area Life Cycle: Applications And Modifications, Channel View Publications. Praveen Seth- Successful tourism planning and Management, Cross-section Publications.
3. Dash M.C. (1993) fundamentals of Ecology (New Delhi), Tata McGraw Hill Co. Ltd., Publishing Co. Ltd.)
4. Eagles P.F.J. 1987. The Planning and Management of Environmentally sensitive areas. (U.S., A. Lengman).

## MEETING, INCENTIVE, CONFERENCE AND EXPOSITION (MICE) TOURISM

Nature	Area	Semester	
Elective -VII	Tourism & Travel Management	IV	
Course Code	Course Name	Credit/Distributions	
	MEETING, INCENTIVE, CONFERENCE AND EXPOSITION (MICE) TOURISM	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

### Course Objectives:

1. To know about event management, MICE industry and its contribution to tourism sector
2. To understand the techniques and strategies for organizing successful meeting, conference, trade fair and incentive tour
3. To acquire the knowledge of competencies to market and promote MICE tourism

### Unit 1

10 Hrs

**Introduction to Event Management:** Meaning- Characteristics, Size and Type of Events, Event Team, Code of Ethics, Stakeholders in the Industry - Five C's of Event Management –Nature, Scope, Significance and Trends of Event Business - Roles and Functions of Technical Staff and Event Manager - Purpose of Event, Developing Theme of the Event, Venue Selection, Participants, Financial, Date and Time Factors, Sponsors - Designing the Layout, Decoration, Technical Equipment, Catering Services, Logistical Elements, Feasibility, Legal Issues.

### Unit II

08 Hrs

**MICE and Professional Meeting Planning:** Meaning, Nature, Scope and Importance of MICE Tourism - Sectors Involved in MICE (Hotel, Transportation, Attractions) – Planning

Process - Economic and Social Significance of MICE-Professional Meeting Planning: Meaning, Types and Roles, Associate, Corporate and Independent Meeting Planners -Travel Agents and Tour Operators as Meeting Planners - Responsibilities/Role of Meeting Planners – Current Meeting Technologies.

### **Unit III**

**07 Hrs**

**Conference/Convention and Events Venues:** Concept and Types-Conference Venues-Facilities, Check-In and Check-Out Procedures, Requirements; Conference Room Lay-Outs; Conventions-Meaning, Significance and Process, Convention Manager -Convention Visitor Bureaus – Functions, Structure and Funding Sources, Conference Facilities in India - Role and Functions of ICPB and ICCA.

### **Unit IV**

**08 Hrs**

**Trade Shows and Exhibitions/Expositions:** Types of Shows, Benefits of Exhibitions, Participant Decision Making Process, Contract Negotiations – Principles, Steps, Negotiation with Hotels, Airlines and Groundhandlers. Case Studies: Tourism Festivals – Ellora Festival, Taj Festival, Khajuraho Festival, Dasara Festival, Hampi Festival - Trade Fairs: World Travel Mart ITB, TTW, PTM and TTF.

### **Unit V**

**07 Hrs**

**Incentive Tour and Marketing, Promotion of MICE:** Concepts, Trends, Growth and Characteristics - Organizing and Special Requirements/Checklists - Nature of MICE Markets - Demand, Segmentation, Targeting and Positioning Techniques, Marketing Channels, Process of MICE E-Marketing, SWOT Analysis, DMO's and DMC's and their Role in Promotion of the Destination.

### **BOOKS FOR REFERENCE:**

1. Event Planning Ethics and Etiquette: A Principled Approach to the Business – Judy Allen
2. Event Planning –Judy Allen
3. Meeting Spectrum – Rudi .R Right
4. Meeting Conventions and exposition and introduction to industry – Rhoda J.

Montgomery

5. Global Meetings and Exhibition - Carol Krugman and Rude R.Wright

**Practical Components:**

1. Identify 5 major companies in service sectors that have generated employment opportunities in India
2. Visit 2 Car dealers and gather information on expectations and satisfaction from customers about recently introduced car
3. Visit a major Hospital and gather data to analyze the service gap experience by the patients

**Reference Books**

1. Services Marketing – Integrated Customer Focus Across The Firm – Valarie A. Zeithaml and M. J. Bitner
2. Services Marketing – People, Technology and Strategy – Lovelock
3. Services Marketing – Ravishankar
4. Marketing of Services – Jha
5. Marketing of Services – G.S. Bhatia
6. Marketing of Services – Sahu and Sinha

## **GUIDELINES FOR BUSINESS FAMILIARIZATION REPORT (BFR)**

<b>Nature</b>	<b>Area</b>	<b>Semester</b>
Core	Business Familiarization Report(BFR)	III
<b>Course Code</b>	<b>Course Name</b>	<b>Credit/Distributions</b>
	Business Familiarization Report(BFR)	(L-0:T-0:P-2) Credit = 02

### **OBJECTIVE**

To expose the students to the working culture of the organization and apply theoretical concepts of real life situation at the work place for various functions of the organization.

### **GENERAL GUIDELINES**

**Internship and Business Familiarization Report (BFR):** In the beginning of the third semester, the students shall undertake team based internship in a business firm and prepare a Business Familiarization Report under the guidance of a faculty member. The report shall be submitted before the commencement of the third semester examinations failing which the student shall not be permitted to appear for the third semester examination. Business Familiarization guidance to twenty students is considered as equivalent to teaching of a course of two credits.

- ❖ Internship conducted in a year cannot be for a continuous period of more than 4 weeks in a given academic year.
- ❖ Internship undergone during academic classes shall not be considered
- ❖ Each student shall maintain internship diary
- ❖ Certificates (Color Photocopy) of each internship shall be submitted to the department along with the report

#### **Details to mention on the Certificate:**

- ❖ Students name and registration number
- ❖ Name of the institution/organization and duration of internship with date

**EVALUATION:** BFR will be evaluated by the concerned guide for 50 marks through internal valuation.

**Viva-Voce / PRESENTATION:** A viva-voce examination shall be conducted at the

respective institution where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the respective HOD or Senior Professor or internal Guideof the department and an external evaluator drawn from industry. Incase of non availability of industry professional, a senior professor or a faculty may be invited to conduct the viva-voce examination.

## CONTENTS OF THE ORGANISATION STUDY REPORT

1. Cover page
2. Certificate from the Organization (scanned copy)
3. Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Organisation study by the student.
4. Declaration by the student ( scanned copy)
5. Acknowledgement
6. Table of contents
7. List of tables and graphs

### **EXECUTIVE SUMMARY**

- Chapter 1:** Introduction about the Organization & Industry.
- Chapter 2:** Organization Profile Background, Nature of business, Vision, Mission, Quality Policy Workflow model Product/service profile Ownership pattern Achievements/awards if any Future growth and prospects
- Chapter 3:** Mckensy's 7S framework and Porter's Five Force Model with special reference to Organization under study.
- Chapter 4:** SWOT Analysis
- Chapter 5:** Analysis of financial statements
- Chapter 6:** Learning experience.

### **BIBLIOGRAPHY**

Annexure relevant to the Organization study such as figures, graphs, photographs, Financial statements etc.,

### **FORMAT OF THE ORGANIZATION STUDY:**

Report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1" margin all sides (1.5" on left side due to binding) and 1.5 line spacing. The Organization study report shall not exceed 60 pages.

### **OUTLAY OF THE REPORT**

The chapters, sections and subsections may be numbered in the decimal form for e.g. Chapter 2, sections as 2.1, 2.2 etc., and subsections as 2.1.1, 2.2.1 etc.,

## GUIDELINES FOR 6 WEEK PROJECT

<b>Nature</b>	<b>Area</b>	<b>Semester</b>
Core	Project	IV
<b>Course Code</b>	<b>Course Name</b>	<b>Credit/Distributions</b>
	Project	(L-0:T-0:P-6) Credit = 06

### OBJECTIVE

To expose the students to understand the working of the organization/ company /industry and take up an in-depth study of an issue / problem in the area of specialization

### CONTENTS OF THE PROJECT REPORT

1. Cover Title Page (Format Enclosed)
2. Inner Title page (same as title page)
3. Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Project by the student
4. Certificate from the Organization (scanned copy if applicable)
5. Declaration by the student (scanned copy)
6. Acknowledgement
7. Table of contents
8. List of tables and graphs
9. Abbreviations/Operational definitions used.
10. Executive summary

**EVALUATION:** Each Final project report will be evaluated for 70 marks by internal and external examiners. The guide ordinarily shall be the internal examiner. A viva-voce on the project report for 30 markswill be conducted by a board of three members constituted by theChairman, BOE from the approved list of examiners.



## **CHAPTERS**

### **Chapter 1: Introduction**

**Introduction, Industry profile and company profile:** Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitors' information, SWOT Analysis, Future growth and prospects and Financial Statement

**Chapter 2: Conceptual background and Literature review** Theoretical background of the study, Literature review with research gap (with minimum 20 literature reviews)

### **Chapter 3: Research Design**

Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations, Chapter scheme

### **Chapter 4: Analysis and Interpretation**

Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by the using statistical tools must be included

### **Chapter 5: Findings, Conclusion and Suggestions**

Summary of findings, Conclusion and Suggestions / Recommendations

### **Bibliography**

Annexure relevant to the project such as figures, graphs, photographs etc.

### **Appendix**

This will include printed secondary data (only if it is very critical) and any questionnaires used for the study.

## **FORMATS FOR PROJECT REPORT AND EVALUATION**

Format of Cover Page

Format of certificate by College/Institution or from both

Format of Declaration Page

Format of Contents

Format of List of Tables and Charts Format of Bibliography

Format for Internal Evaluation, External Evaluation and Viva – voce

### **FORMAT OF THE ORGANIZATION STUDY:**

Report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1" margin all sides (1.5" on left side due to binding) and 1.5line spacing. The Organization study report shall not exceed 60 pages.

### **OUTLAY OF THE REPORT**

The chapters, sections and subsections may be numbered in the decimal form for e.g. Chapter 2, sections as 2.1, 2.2 etc., and subsections as 2.1.1, 2.2.1 etc.