

## **REGULATIONS FOR 2 YEAR FULL TIME MBA (DAY & EVENING) PROGRAM**

### **1. TITLE**

These regulations shall be called as Academic Regulations of the MBA Degree course (Day & Evening) of Bengaluru Central University, from academic year 2019- 20 onwards, under Choice Based Credit System (BCU-PG-CBCS, 2018) of Faculty of Commerce and Management under Bengaluru Central University, Bengaluru and the Degree called as Master of Business Administration.

### **2. EXTENT OF APPLICATION**

These regulations will apply to Post Graduate Program in Management called MBA ( Master Of Business Administration) being offered by the PG Department of Management Studies, Bengaluru Central University and all the colleges affiliated to the Bengaluru Central University having obtained the approval of this university and AICTE subject to complying with all the requirements and conditions laid down by these regulatory bodies.

## **MASTER OF BUSINESS ADMINISTRATION (CHOICE BASED CREDIT SYSTEM) (MBA-CBCS FROM ACADEMIC YEAR - 2019 - 20 ONWARDS)**

### **3. MINIMUM ELIGIBILITY FOR ADMISSION AND ADMISSION PROCEDURE**

- A graduate degree under 10+2+3, 10+2+4 or 10+2+5 pattern under any discipline securing at least 50% marks in the aggregate including languages from a recognized University of UGC in India or abroad.
- Degrees from abroad should be accepted as equivalent to the Degree offered by any University in India by the UGC and as approved by AIU and Bengaluru Central University.
- In case of SC/ST/Cat-I candidates, there will be a relaxation of 5% in the aggregate marks obtained in the under graduate Degree set as minimum eligible marks (50%) for admission into MBA Course.
- All admissions to Post Graduate Department of Management and its affiliated colleges will be made through an entrance test conducted by appropriate body duly constituted and duly approved by Government of Karnataka and State Level Counselling board on the basis of Rank /Merit and the reservation rules based on seat matrix as announced by the Government of Karnataka shall be strictly adhered to.

### **4. DURATION OF THE COURSE**

The duration of the MBA Day & Evening program shall extend to over 4 semesters spanning over a period of 2 years. Each year shall have two semesters of 16 weeks duration and shall have

not less than 90 working days of classroom teaching, internship and master thesis. At the end of each semester there will be end semester university examination conducted by the university.

## 5. MEDIUM OF INSTRUCTION

The course being a professional course and having Global connotation the medium of instruction for MBA Course Day and Evening examination shall be in English medium only.

## 6. MINIMUM CREDITS AND MAXIMUM CREDITS

- 6.1 There shall be four categories of papers viz., Core and Compulsory paper, Soft Core paper, Specialization paper and Open Elective paper. The Open Electives are the University approved papers offered by other Departments of Bengaluru Central University and the student is required to undergo one course from other Department.
- 6.2 The credits for each of Compulsory paper and specialization paper may vary from 2 to 4 credits. In case of open electives and Soft Core, each paper shall be of 2 credits. A student is required to opt for one open elective paper in 3<sup>rd</sup> Semester. The list of papers available will be intimated from time to time.

One credit is equivalent to 15 contact hours

## 7. ATTENDANCE

- 7.1 The candidate who does not put in minimum stipulated attendance of 75% aggregate of all the subjects put together in a semester shall not be eligible to appear for the end exam in that semester and the candidate has to re attend the classes along with subsequent batch and satisfy the minimum requirement for appearing in that particular end semester examination.
- 7.2 The statement of attendance shall be displayed on the Notice Board by the Department/School/Institution at end of every month for information of students.
- 7.3 Five marks in Internal Assessment is earmarked for the attendance percentage as a motivation for the students to attend classes regularly.

## 8. SEMESTER-WISE CREDIT DISTRIBUTION:

8.1 The table shows the semester wise credit with total credits

Category	Sem 1	Sem 2	Sem 3	Sem 4	Total Credits
Compulsory Core Papers	24	24	6	-	54
Soft Core Papers	2	2	-	-	4
Specialization Subjects	-	-	20	20	40
General Open Elective	-	-	2	-	2
Industry Internship Program	-	-	2	-	2
Master Thesis	-	-	-	4	4
<b>Total</b>	<b>26</b>	<b>26</b>	<b>30</b>	<b>24</b>	<b>106</b>

## 9. SCHEME OF EXAMINATION

### A) Internal Assessment Test

9.1 Each Paper will have two components as part of assessment i.e. the First Being Internal Assessment Test and Second being Semester end exams. The Internal Assessment (IA) is based on the continuous internal assessment. There shall be two internal tests conducted for each paper.

9.2 Each paper will carry 100 marks of which 30 marks will be for Internal Assessment and remaining 70 marks for written examination (UE) to be held at the end of each semester.

9.3 The components of Internal Assessment for 30 Marks are as follows:

<b>1<sup>st</sup> and 2<sup>nd</sup> Semester</b>	<b>Marks</b>
Attendance	5
Two Internal test	10
Assignment	5
Presentations	5
Quiz on respective paper	5
<b>Total</b>	<b>30</b>
<b>Marks for Attendance</b>	
% of Attendance	Marks
75-79 %	1
80-84 %	2
85-89 %	3
90-94 %	4
95-100 %	5

The BOE will monitor the process of Internal assessment test (Issue of Time table, preparing and transmitting the question paper via e-mail, followed by surprise check by BOE Members). The Directors of B-Schools are required to maintain the records pertaining to internal assessment tests.

### B) Final Examination

**9.1B** There shall be a University examination (Theory) at the end of each semester in the prescribed papers which carries 70 marks for 3 hours. (Internal Assessment: Online examination might be introduced subject to approval of appropriate Bodies of Bengaluru Central University in the course of present scheme.)

**9.2 B** For the employability skill development papers, the students are required to undertake the prescribed skill development exercises. The concerned institution shall submit the records of the exercises to the university. The university authority will pay surprise visits to the institutions for

checking the employability skills possessed by the students by virtue of undertaking the exercises on the subject.

**9.3 B** Specific guidelines for practical examinations will be issued by PG Department of Management from time to time for 2<sup>nd</sup> semester Employability Skill Development-II for MBA (Day) Program

## **10. TIME LIMIT FOR COMPLETION**

10.1 The candidate shall complete programme within the period as prescribed in the regulations governing the maximum period for completing MBA programmes from the date of admission. It is generally twice the number of years of the stipulated minimum duration of the programme which is 4 years.

## **11. MINIMUM GRADE FOR A PASS**

11.1 A candidate shall be declared to have passed the MBA program if he/she secures at least a CGPA of 4.0-5.0 (Course Alpha-Sign Grade C) in the aggregate of both internal assessment and semester end examination marks put together in each unit such as theory papers / practical / internship / master thesis / viva-voce.

11.2 The candidate who pass in all the papers in first attempt in all four semesters is eligible for ranks provided they secure at least CGPA of 6.0-7.0(Alpha-Sign Grade A).

11.3 The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible to receive the degree only on completion of all the lower semester examinations.

11.4 A candidate who passes the semester examinations **in parts** is eligible for only Class / CGPA and Alpha Sign Grade but **not be eligible for rank.**

11.5 The candidate must secure a minimum of 40% of the total marks awarded as internal components (30 marks) which shall mean there will be a minimum prescribed 12 marks which the student has to secure to pass in internal assessment.

11.6 A Candidate who fails in the Master Thesis and viva-voce exams, he/she shall re-submit and re-appear in the Master Thesis and viva-voce and pass the examination subsequently. Each student would be given a chance/attempt to clear. The supplementary examination is conducted for Odd semester along with Odd semester and Even semester with Even semester.

## **12. INDUSTRY INTERNSHIP**

12.1 Each candidate should undertake an internship for a period of four weeks immediately On completion of the second semester examination and submit a bound copy of the report in III Semester. The student is required to select an organisation and identify a problem area and come out with solutions to the problem. A report containing the analysis of the problem and the

solutions is to be carried out under the guidance of a faculty of the institution and industry. This could involve a desk study/data analysis/technology enabled assignment/enterprise resource planning/live case study/extension work or exploration of an idea or its implementation. Specific guidelines including Format of the report shall be issued by PG Department of Management Studies, Bengaluru Central University from time to time.

12.2 The industry internship program shall carry 50 marks, of which the internship report shall carry 25 marks and 25 marks for viva voce. The student has to secure a minimum of 25 marks out of 50 marks to pass in the internship program. The viva-voce and the internship report will be evaluated by the external examiners and internal examiners appointed by the BOE.

### **13. MASTER THESIS**

13.1 Every student is required to work 45 days (30 days compulsory to attend the industry/field work) on his/her master thesis in the chosen major specialization during the 3<sup>rd</sup> and 4<sup>th</sup> semester and prepare a Master Thesis report applying research methodology under the supervision of a Faculty guide and Industry expert. The Thesis shall be based on a free-lance or industry project. Prior to the actual work, the students are required to submit a synopsis of the proposed project work incorporating the components of research design and submit the same to the PG Department of Management Studies, BCUB for approval. There is no class work during 30 days where the student is in industry/fieldwork. Subsequent to the field work, the candidate has to involve himself/herself in writing the master thesis along with attending the classes regularly.

13.2 The students are required to submit two progress reports during the course of master thesis at the stipulated time periods.

13.3 A hard bound copy and a soft copy of the Master Thesis duly signed by the faculty guide and certified by the industry/organizations and Principal/Director/HOD has to be submitted to the PG Department Management Studies, Bengaluru Central University at the end of the fourth semester before the commencement of the end semester examination. The Master Thesis shall be evaluated for 100 marks by two examiners (One of them will be the faculty guide/member who has guided the work and other will be the external/internal examiners appointed by the BOE). A minimum of 50% marks shall be secured for a pass in the Master Thesis. There shall be a viva-voce examination for 50 marks on the Master Thesis. Viva-voce will be conducted by Board of Examiners/examiners authorized by Chairman of BOE. A minimum of 50% (25 marks) must be secured to pass in the viva-voce examination.

#### **13.4 Academic Integrity and Plagiarism**

In order to maintain the quality in preparation and presentation of internship reports/master thesis in 3<sup>rd</sup> and 4<sup>th</sup> semester. All the internship reports/master thesis should undergo the anti-plagiarism check with the support of suitable software. The Post Graduate Department of Management shall inform the B- Schools about the software and provide them guidelines thereof. The similarity index permissible will be decided from time to time.

### **14. SPECIALIZATION STREAMS**

14.1. The MBA program has dual specialization. It consists of major specialization and minor specialization. In 3<sup>rd</sup> and 4<sup>th</sup> semester the student has to take 3 electives in the major specialization and 2 electives in the minor specialization. If the student has studied 6 electives in one specialization in both 3<sup>rd</sup> and 4<sup>th</sup> semester MBA program, it is termed as major specialization.

14.2 For offering any specialization indicated in the MBA program, each institution shall have a minimum of 10 students.

14.3 The Board of Studies in Management could explore collaborations and partnership either with associations, industry body, individual companies and other enterprises for the purposes of curriculum design, delivery, faculty development, publication of study material and case studies. The BOS is also authorized to make necessary changes in the specialization streams as well as electives offered under the specialization streams. Any emerging area/subject leading to specialization will be identified and offered from time to time.

## **15. FOUNDATION COURSES AND ADD ON COURSES**

15.1 The colleges are required to organize one week to ten days of induction programme for the students admitted to the first semester before the commencement of classes, since the students come from different backgrounds such as arts, science, engineering etc, the foundation courses are intended not only to provide the basics and fundamental pre-requisite knowledge on management subjects but also include value-based and familiarise the students with management concepts. Similar induction could be planned at the time of the commencement of III Semester. A detailed report has to be submitted to university. After completion of 2<sup>nd</sup> semester, the institution shall arrange for project report preparation workshops for the students to take up the master thesis work in the 4<sup>th</sup> semester confidently.

15.2 The suggestive areas for Foundation courses are Social impact of management, Fundamentals of Management, Accounting and Finance, Sustainable development, Anti-Corruption Issues, Moral Leadership, and Business Ethics. Specific guidelines will be issued by PG Department of Management from time to time.

15.3 The students are required to undergo a non credit course( at least one) Massive Open Online Course (MOOC) each year. The list of courses will be supplied by the PG Department of Management Studies, Bengaluru Central University. Students are required to produce certification of completion of course during Viva Voce Exam.

## EIGHT POINT ALPHA - SIGN GRADING SCALE under CBCS System

GRADE POINT AVERAGE	< 4	4-< 5	5- < 5.5	5.5-< 6	6-< 7	7-< 8	8-< 9	9- < 10
ALPHA-SIGN GRADE	Re-Appear	P	C	B	B+	A	A+	O

Note : O : Outstanding

### 16. CLASSIFICATION OF SUCCESSFUL CANDIDATES: SEMESTER WISE

The Grade Point Average (GPA) in a Semester and the Cumulative Grade Point Average (CGPA) at the end of fourth semester shall be computed as follows:

#### 16.1 COMPUTATION OF GRADE POINT AVERAGE (GPA):

The grade points (GP) in a course shall be assigned based on the basis of actual marks scored in that course as per the table below. They shall be generally percentages divided by 10. The Grade Point Weights (GPW) shall then be calculated as the product of the grade points earned in the course and the credits for the course. The total GPW for a semester is obtained by adding the GPW of all the courses of the semester.

#### ILLUSTRATION 1 (26 CREDITS)

PAPERS	PI	P2	P3	P4	P5	P6	P7	TOTAL
MAX. MARKS	100	100	100	100	100	100	100	700
% MARKS OBTAINED	77	73	67	76	64	66	32	<b>455</b>
GRADE POINTS EARNED (G.P.)	7.7	7.3	6.7	7.6	6.4	6.6	3.2	-
CREDITS FOR THE COURSE (C)	4	4	4	4	4	4	2	<b>26</b>
TOTAL GPW = GP X C	30.8	29.2	26.8	30.4	25.6	26.4	6.4	<b>175.6</b>

Semester Aggregate Marks:  $455 / 700 = 65\%$

Classification of Result: First Class The GPA shall then be computed by dividing the total GPW of all the courses of study by the total credits for the semester,  $GPA = \text{Total GPW} / \text{Total Credits} = 175.6 / 26 = 6.7$  Semester Alpha Sign Grade: B+

## 16.2 CALCULATION OF CUMULATIVE GRADE POINT AVERAGE (CGPA)

The Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be calculated as the weighted average of the semester GPW. The CGPA is obtained by dividing the total of GPW of all the four semesters by the total credits for the programme.

### ILLUSTRATION 2

SEMESTER	I	II	III	IV	TOTAL
TOTAL MARKS PER SEMESTER	650	650	900	700	2900
TOTAL MARKS SECURED	455	560	676	570	2261
SEMESTER ALPHA SIGN GRADE	B+	A+	A	A+	-
SEMESTER GPA	7.0	8.6	7.5	8.1	-
SEMESTER CREDITS	26	26	33	26	111
SEMESTER GPW	182	223.6	247.5	210.6	863.7

Aggregate Percentage of Marks =  $2261 / 2900 = 77.96\%$

16.3 **Classification of Result:** First Class with Distinction Cumulative Grade Point Average (CGPA) = Total of Semester GPW / Total Credits for the programme =  $863.7 / 111 = 7.78$  Programme Alpha Sign Grade: A

These are the sample illustrations of computing semester grade point averages and cumulative grade point average and the alpha - sign grades assigned.

## 17 PATTERN OF QUESTION PAPER

17.1 The pattern of question paper will be decided by the Board of Studies from time to time. The Post Graduate Department of Management of Bengaluru Central University will communicate to all affiliated colleges about the pattern as well as the changes therein.

17.2. Semester End Theory University Examination with 70 Marks



### Model Question Paper :

Part /Section	No of Questions Asked	No of Questions To be Answered	Marks for Each Question	Total marks
A	7	5	5	25
B	4	3	10	30
C	1(Compulsory Case Study)	1	15	15
<b>Total</b>				<b>70</b>

## 18 OPEN ELECTIVE

18.1 One course is offered as open elective during the III semester of MBA Programme. The open elective has to be chosen by the student from the list given by the university.

## 19. SCOPE/Jurisdiction

19.1 Any conflict arising out of or in relation to the regulations is subject to jurisdiction of civil court of Bengaluru.

## 20. COURSE MATRIX

### Course Matrix of I Semester MBA (Day)

Paper Code	Subject	Credit	Contact Hours L-P*		I.A	U.E	Total Marks
1.1	Management and Organizational Behaviour	4.0	45	15	30	70	100
1.2	Managerial Accounting	4.0	45	15	30	70	100
1.3	Business Planning and Regulations	4.0	45	15	30	70	100
1.4	Economics for Business Decisions	4.0	45	15	30	70	100
1.5	Business Statistics	4.0	45	15	30	70	100
1.6	Marketing Management	4.0	45	15	30	70	100
1.7	<b>SOFT CORE</b> Employability Skill Development – I	2.0	15	15	30	70	100
<b>Total</b>		<b>26.0</b>	<b>285</b>	<b>105</b>	<b>210</b>	<b>490</b>	<b>700</b>

\*Contact hours include work relating to Lecture and Practical (L-P)

### Course Matrix of II Semester MBA ( Day )

Paper Code	Subject	Credit	Contact Hours L-P*		I.A	U.E (T-P)**	Total Marks
2.1	Entrepreneurship and Start-ups Management	4.0	45	15	30	70	100
2.2	Business Research Methods	4.0	45	15	30	70	100
2.3	Managing Human Resources	4.0	45	15	30	70	100
2.4	Business Analytics	4.0	45	15	30	70	100
2.5	Financial Management	4.0	45	15	30	70	100
2.6	Production and Operations Research	4.0	45	15	30	70	100
2.7	<b>SOFT CORE</b> Employability Skill Development – II	2.0	15	15	30	70	100
<b>Total</b>		<b>26.0</b>	<b>285</b>	<b>105</b>	<b>210</b>	<b>490</b>	<b>700</b>

\*Contact hours include work relating to Lecture and Practical (L-P)  
Syllabus is subject to change as necessary

### 20.1 COURSE MATRIX

#### Course Matrix of I Semester MBA (Evening)

Paper Code	Subject	Credit	Contact Hours L-P*		I.A	U.E	Total Marks
1.1	Management and Organizational Behaviour	4.0	45	15	30	70	100
1.2	Managerial Accounting	4.0	45	15	30	70	100
1.3	Business Planning and Regulations	4.0	45	15	30	70	100
1.4	Economics for Business Decisions	4.0	45	15	30	70	100
1.5	Business Statistics	4.0	45	15	30	70	100
1.6	Marketing Management	4.0	45	15	30	70	100
1.7	Mini Project Report	2	15	15			100
<b>Total</b>		<b>26.0</b>	<b>285</b>	<b>105</b>	<b>180</b>	<b>420</b>	<b>700</b>

\*Contact hours include work relating to Lecture and Practical (L-P)

### Course Matrix of II Semester MBA ( Day )

Paper Code	Subject	Credit	Contact Hours L-P*		I.A	U.E (T-P)**	Total Marks
2.1	Entrepreneurship and Start-ups Management	4.0	45	15	30	70	100

2.2	Business Research Methods	4.0	45	15	30	70	100
2.3	Managing Human Resources	4.0	45	15	30	70	100
2.4	Business Analytics	4.0	45	15	30	70	100
2.5	Financial Management	4.0	45	15	30	70	100
2.6	Production and Operations Research	4.0	45	15	30	70	100
2.7	Mini Project Report	2.0	15	15	-	-	100
<b>Total</b>		<b>26.0</b>	<b>285</b>	<b>105</b>	<b>210</b>	<b>490</b>	<b>700</b>

\*Contact hours include work relating to Lecture and Practical (L-P)

- ❖ Mini Project Report guidelines will be issued by Department of Management from time to time

Syllabus is subject to change as necessary

## 1.1 MANAGEMENT AND BEHAVIORAL PROCESS

### COURSE OBJECTIVES

**60 Hours**

1. Present a thorough coverage of management theory, human behaviour, organizational behaviour and practice. The objective is to help the students understand the fundamental concepts and principles of management; the basic roles, skills, and functions of management. It is also intended to give an overview of the historical development, theoretical aspects and practical application of managerial process.

2. To appraise the students on the application oriented case studies on functions of management and behavioural processes

### LEARNING OUTCOMES

By the end of the course, the student should be able to –

1. Demonstrate their conceptual skills, understanding and application of principles and functions of management, managerial actions of planning
2. Demonstrate their ability in applying the managerial and behavioural concepts in real time problems.

### MODULE 1: INTRODUCTION

**10 Hours**

Nature of Management – The Evolution of Management – Science or Art : Functions of management- Planning and decision making, organising and Staffing, Controlling and Directing.

### MODULE 2: ORGANISATION STRUCTURE, DESIGN, AND DEVELOPMENT 12 Hours

Determinants and Parameters of Organisational Design-Organisation and Environment, Organisational Strategy, Organisation and Technology, Types of Organisational Structures, Organisational Decision-Making and strategy-Formulation, Organisational Culture ,Organisational Failure and Pathology ,Organisational Learning and Transformation

**MODULE 3: INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR 08 Hours**

Individual Behaviour and Learning – Personality – Transactional Analysis – Values & value systems – Emotions – Attitudes – ABC Model – Types of attitudes – Job related outcomes – Perception processes, Nature – Factors influencing individual decision making – Implications in the organizational Context.

**MODULE 4: LEADERSHIP AND MOTIVATION 10 Hours**

Introduction – Leadership versus Management – Transition in Leadership theories – Leadership theories – Expectancy and the Path-goal theory of leadership, Situational Leadership Theory, Contingency theories of leadership, Exchange theories of leadership, Transformational Leadership Theory- Leadership and change, Contemporary Leadership Theories

Motivation in work settings – Managerial issues and challenges – Theories - Maslow’s Need theory, McGregor XY Theory, Herzberg’s Two Factor Theory, Vroom’s Valence and Instrumentality, New ideas in motivation – Eustress, Strength and Hope, Positive energy and full engagement.

**MODULE 5: GROUP DYNAMICS AND TEAM BUILDING 10 Hours**

**Group Dynamics** – Individual and Group Behaviour – Norms of Behaviour, Group cohesion, social loafing, loss of individuality, Group Formation and Development – The five-stage model, Factors that influence Group Effectiveness – Work team structure, work team process, diversity, creativity – Empowerment Skills and Self-Managed Teams – Johari Window.

**Team building** – Working teams and Team effectiveness – Intra team dynamics – Influence of the group on individual – Group decision making – Inter group relations – Negotiation Skills - Collaboration and Conflict – Conflict management Styles – Avoiding, Accommodating, Competing, Compromising and Collaborating

**MODULE 6: ORGANIZATIONAL CHANGE: DEVELOPMENT & TRANSFORMATION 10 Hours**

Introduction to organisational change, forces of change, reinventing Kurt Levin, organisational routines and mental models, change need analysis, content of change, types and styles of change, building capability for change, providing leadership for change, action research and dialogue, types of change, organisational vision, cultural change, strategic planning, creating support system and managing transition, process oriented strategies, competitor oriented strategies and customer oriented strategies, emerging trends & transformation.

**PEDAGOGY / METHODOLOGY**

(Lectures, Case Study, Assignments, Seminar, Discussion, Role plays, Group Activity, Simulation, Business Games, Industrial and Field Visit etc.). Focus on practical exercises help

students to maintain their interest levels in learning and also enhance their understanding of the subject. These activities will make the students industry ready.

### SKILL DEVELOPMENT EXERCISES

1. **Leadership** – Role play, case studies
2. **Motivation** –Role play, management games, Movie
3. **Role of IT in overall organizational performance** – Group Discussion, Seminar
4. **Team work** – Management games
5. **Attitude** – Ice breakers, short exercises ex: experience sharing, case studies, role play
6. **Perception** – Group Discussion, Visual exercises, quizzes
7. **Management functions (PODL)** – Real time activities like arranging for cultural, sports and other events for the department, for an external agency like NGO etc.
8. **Change management-** Management games, case studies, Workshop, role play
9. **Decision making-** Group Discussion, case studies, management games, role play
10. **Personality Profiling Exercises**

### RECOMMENDED BOOKS

1. Williams & Nelson, “Management and ORGB”, CengageLearning
2. Griffin, “Management: Principles and Practices”, CengageLearning
3. Fred Luthans, “Organizational Behaviour”, McGraw-Hill International
4. Stephen P. Robbins, “Organizational Behaviour”, Prentice Hall
5. Ashwathappa K, “Organizational Behaviour”, Himalaya Publication
6. Waddell, Creed, Cummings & Worley ; “Organisational Change : Development & Transformation”, Cengage Learning

### REFERENCE BOOKS

1. Nelson, Quick and Khandelwal “ORGB – A South-Asian Perspective”, Cengage
2. Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, Madhushree Nanda Agarwal, “Fundamentals of Management”, Pearson Education
3. Kreitner, “Management Theory and Applications”, Cengage Learning
4. Stephen P. Robbins and Mary A. Coulter, “Management”, Pearson Education
5. Harold Koontz, O'Donnell and Heinz Wehrich, “Essentials of Management”,Tata McGraw Hill
6. P C Tripathi, P N Reddy, “Principles of Management”, McGraw Hill Education
7. Richard L. Daft, “Principles Of Management”, Cengage Learning

## 1.2 MANAGERIAL ACCOUNTING

### COURSE OBJECTIVES

**60 Hours**

1. To enable the students to obtain knowledge about the concepts of accounting principles, techniques of accounting and to introduce students to modern accounting software and IFRS.
2. The syllabus also contains the practical components of the subject which enable the students gain more practical knowledge under each module.

### LEARNING OUTCOMES

1. To familiarize the students with financial statements and principles underlying them and to develop their skills in reading Annual Reports. To lay a foundation for developing student's skills in interpreting financial statements
2. To familiarise the students with cost records / statements and principles underlying them and to develop their skills in understanding and appreciating cost information. To develop an appreciation about the utility of cost information as a vital input for management information and decision making process

### MODULE 1: INTRODUCTION TO FINANCIAL ACCOUNTING

**08 Hours**

Purpose and objectives of accounting information – Uses and users of accounting information – Branches of accounting – Basic terminology in accounting – GAAP and the accounting environment – Accounting Concepts and Conventions

### MODULE 2: RECORDING ACCOUNTING TRANSACTIONS

**16 Hours**

Concept of Double Entry System – Basic knowledge of Accounting Process: Journal, Ledger-subsiary books, Trial Balance (Theory and Problems), reconciliation statement – An overview of Accounting Standards in India – Preparation of Final accounts – Income statement and Balance sheet (Problems on Vertical method).

### MODULE 3: MEASURING AND REPORTING ASSETS AND LIABILITIES

**12 Hours**

Accounting for Tangible & Intangible Assets: Fixed Assets(AS-10) and Depreciation(AS-6) – Inventory Valuation(AS-2): Valuation of Goodwill

### Module 4 : Analysing and Interpreting Financial Statemetns – 12 Hours

Objectives of financial statements analysis, sources of information, standards of comparison, quality of earnings, techniques of financial statement analysis, analysing financial statements using ratio analysis, cash flow statement, understanding annual reports and earnings relations.

### MODULE 5: COSTING

**08 Hours**

Meaning- Classification of Cost – Cost Sheet-cost reduction techniques, standard costing-Marginal Costing –CVP and BEP analysis (problems)– Budgetary Control—Types of budget—Problems on Flexible budget and Cash budget only.

### MODULE 6: EMERGING TRENDS

**04 Hours**

IFRS – Inflation accounting – Human Resource Accounting –Responsibility Accounting-  
Forensic Accounting – Environmental Accounting – Corporate Social Reporting- Carbon  
Accounting. (Only Concepts)

### **SKILL DEVELOPMENT EXERCISES**

1. Prepare a chart of accounting cycle
2. prepare a specimen of journal, ledger and trial balance
3. Analyse any one MNC company P&L account and balance sheet
4. Draw cost sheet for manufacturing a product
5. Preparation of budget for a company
6. Preparing BEP analysis for a new product of a company

### **RECOMMENDED BOOKS (Latest Editions)**

1. Narayanaswamy. R, “Financial Accounting: A Managerial Perspective”, Prentice Hall of India(PHI)
2. Paresh Shah, “Basic Financial Accounting For Management”, Oxford University Press
3. Ramachandran, N. & Kakani, R.K., “Financial Accounting for Management”, Tata McGraw Hill.
4. Godwin/Alderman/Sanyal, “Financial ACCT: A South-Asian Perspective”, Cengage Learning.
5. Bhattacharya, S.K “Accounting for Management : Text and Cases”, Vikas Publishing House
6. M.N. Arora, “Accounting for Managers”, Himalaya Publications
7. Bhattacharya, H., “How to Read a Balance Sheet: Adapted to Indian laws & requirements”, Oxford and IBH Publishing Company Pvt. Ltd

### **REFERENCE BOOKS (Latest Editions)**

1. Shankarnarayan/Ramanath, “Financial Accounting for Management”, Cengage Learning
2. Grewal, T.S. Introduction to Accounting. S. Chand & Company, New Delhi
3. Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, “Introduction to Financial Accounting” , Prentice Hall International Inc, Englewood Cliffs
4. Gupta, Ambrish, “Financial Accounting for Management: An Analytical Perspective” Pearson Education
5. Maheswari & Maheswari, “Accounting for Managers”, Vikas Publishing
6. Anthony, “Robert N. et al. Accounting: Text and Cases”, Tata McGraw Hill
7. M Hanif, A Mukherjee, “Financial Accounting”, McGraw Hill Education
8. Tulsian and Tulsian, “ Financial Reporting”, S.Chand

## 1.3 BUSINESS PLANNING AND REGULATIONS

### COURSE OBJECTIVES

1. To acquaint students with general business law issues to help them become more informed, sensitive and effective business leaders
2. To understand the basic provisions of laws concerning incorporation and regulation of business organizations
3. To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively with planning.
4. To focus on legal and statutory compliances
5. To develop the skills to interpret the laws and apply it to practical problems, affecting the operations of a business enterprise

### LEARNING OUTCOMES

By the end of the course, the student should be able to:

1. Demonstrate an understanding of the Legal Environment of Business
2. Apply basic legal knowledge to business transactions

### MODULE 1: INTRODUCTION TO BUSINESS PLANNING

08

#### Hours

Components of Business Planning – Marketing Planning, Financial Planning, HR Planning, Production Planning, R & D Planning

### Module 2: CORE STRUCTURE OF INDIAN ECONOMY 10 Hours

**Economic Environment:** Economic Factors, Claims and Counter Claims, New Economic Policy, Make in India, The Second Generation Reforms

**Agriculture:** Role Of Agriculture, Extent of Farm Output, Problems, Agenda for Action, Agricultural Policy, National Commission on Farmers.

**Industry:** Industrial Policy Resoultion 1948, Industrial Policy 1956, Industrial Policy 1991

**Services:** Finance, Marketing, Banking, Insurance, Healthcare, Education, Travel and Tourism, Telecommunication, Transport

### MODULE 3: CORPORATE REGULATIONS

12

**Hours Indian Contract Act:** Agreement and Contract, Essential of a valid Contract, Classification of Contracts, Remedies for breach of Contract.

**Negotiable Instruments:** Promissory Note, Bills of Exchange

**Company Act 2013 and 2017:** Major principles, Formation, Memorandum and Articles of Association, Prospectus, Power, Duties and Liabilities of Directors, Winding up of Companies

**Intellectual Property Right:** Trade Marks, Patents, Copyright, Trade Secrets, Geographical Indications



## **MODULE 4: CONSUMER REGULATIONS**

**10**

### **Hours**

**The Consumer Regulations Act 1986 and 2019**, Consumer Disputes, Complaint, Unfair Trade Practices, Restrictive Trade Practices, Redressal of Consumer Disputes, State Commission, National Commission, Procedure applicable to the National Commission, Consumer Protection Councils.

**Information Technology Act 2002, 2008 Amendment**, Cyber Law in India, Salient features of IT Act, Digital Signature

## **MODULE 5: ENVIRONMENTAL REGULATIONS**

### **08 Hours**

Environmental Protection Act 1986 – Salient features of the Act, Global Warming, Sustainable Development.

## **MODULE 5: EMPLOYEE REGULATIONS**

**12**

### **Hours**

Labor Compliances in India – Laws on Wages, Social Security, Industrial Safety & Welfare and Industrial Relations, The Sexual Harassment of Women at Workplace Prevention, Prohibition and Redressal Act, 2013

### **PEDAGOGY / METHODOLOGY**

Lectures, Case Study, Business Dilemma, Critical Analysis, Assignments, Seminar and Discussion; initially conceptual clarity should be taken up followed by case studies where student-centric method is the only solution. Websites of organizations should be referred by students to write assignments to know legal practices followed by them. Illustrate the best legal practices followed by an Indian Company with examples to each such practice

### **SKILL DEVELOPMENT EXERCISES**

1. Companies Act: To learn the sections and case law and strategize litigation. Create a strategy to defend your client when sued by a co-shareholder. How do you create a good corporate governance system? What are the compliances under SEBI laws for listed companies?
2. Classroom discussions can be held in respect of facts of live cases.
3. Students to collect videos/audio case lets and make presentation.
4. Case laws in respects of different acts can be listed by the students.
5. In respect of sale of goods in different terms and conditions of sale can be considered red as a case study.
6. Student can collect latest case laws, facts of the case and judgment in respect of different acts in Google / Newspapers.
7. Industrial visit to discuss about functional challenges/issues
8. Visit to NGO's to prepare a report

### RECOMMENDED BOOKS (Latest Editions)

1. Kumar, H.L., Laws relating to Dismissal, Discharge and Retrenchment, Universal Law Publishers, 2012.
2. N. D Kapoor, elements of mercantile Law Sultan Chand and Company, India, 2006.
3. P.K. Goel, Business Law for Managers, Bizentra Publishers India. 2008
4. Tiwari, G., Labour Law, Oxford University Press, 2012
5. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
6. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill,

### Books for Reference

1. Aswathappa K, Essentials of Business Environment, Himalaya Publishing House
2. Francis Cherunilam, Business Environment, Himalaya Publishing House
3. RBI Bulletins
4. Public Sector Enterprises Survey
5. B.D.Singh, "Labor Laws for Managers", Excel Books
6. C.S Venkata Ratnam, "Industrial Relations", Oxford University Press
7. National Sample Survey Organization reports
8. Labour Regulations Reports

## 1.4 ECONOMICS FOR BUSINESS DECISIONS

### COURSE OBJECTIVES

**60 Hours**

1. To acquaint the participants with concepts and techniques used in Economics
2. To enable them to apply this knowledge in business decision-making

### LEARNING OUTCOMES

On completion of the course, the students will

1. Have micro and macro-economic perspective to understand the under pinning of management.
2. Be able to apply Economics principles and concepts in making Managerial Decisions

### MODULE 1: INTRODUCTION

**08 Hours**

Introduction to Managerial Economics; The roles of the firm and the House hold

Decision Making in the Household - Consumer Choice. Theory of Demand; its Determination, Estimation and Forecasting. Economic principles relevant to managerial decision making. Opportunity cost, production possibility curve, concept of increments and margin, discounting principle, Theory of business firm

### MODULE 2: DEMAND ANALYSIS AND CONSUMER EQUILIBRIUM

**10 Hours**

Demand theory and analysis, Elasticity of Demand and its role in Managerial decision making, Demand forecasting, Techniques of Demand forecasting. Consumers Equilibrium: Cardinal utility approach, Indifference curve approach, Theory of revealed preference, Consumer surplus.

### **MODULE 3: THEORY OF PRODUCTION**

**10 Hours**

Production function: Laws of variable proportions and Return to scale, Economies and diseconomies of scale, Isoquants and Isocost, optimum combination of inputs, Elasticity of substitutions.

### **MODULE 4: COST AND REVENUE CONCEPTS**

**10 Hours**

Cost and Revenue concepts: kind of costs, interrelationship of cost. Cost reduction and cost control, Short run and long run cost functions and Market Equilibrium, Revenue Concepts – Relationship between total, marginal and average revenue, significance of revenue curves, Relation between cost and revenue curves. Optimal Input Choice revisited: Cost Minimization vs. Output Maximization - Relation between SR and LR Costs - Economies of Scale in terms of Cost Function.

### **MODULE 5: MARKET STRUCTURE AND EQUILIBRIUM**

**12 Hours**

Characteristics of different market structure, Price determination and firm's equilibrium under perfect competition, monopolistic competition, monopoly and oligopoly, price discrimination, international price discrimination and dumping, pricing methods. Theories of factor pricing, theories of interest and investment decisions.

### **MODULE 6: MACROECONOMIC ANALYSIS**

**10 Hours**

Indian Economic Environment: Measurement of National Income: Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate. Business Cycle – Features, Phases, Economic Indicators. Inflation: Types, causes, supply of money, fiscal and monetary Policy.

### **PEDAGOGY / METHODOLOGY**

Lectures, Case study analysis, Exercises, Guest speakers, Videos, and Role plays

### **SKILL DEVELOPMENT EXERCISES**

- Graphically portray consumer surplus.
- List at least five conceptually distinct factors that cause demand to change.
- Student is to choose a product, price quantity demand quantity supply and derive the demand and supply equations in real situation
- Categorize demand as being elastic or inelastic from given data.
- Explain the unique properties and reasons behind totally elastic and totally inelastic demand.
- Argue that a firm should not operate in the inelastic range of demand
- Business examples of opportunity cost.
- Demonstrate verbally and graphically that the profit-maximizing price occurs where demand is elastic if marginal cost is positive

- Distinguish the features of monopoly, oligopoly and monopolistic competition, giving two examples of each

#### **RECOMMENDED BOOKS (Latest Editions)**

1. Gethika, Piyali Ghosh & Purba Roy Choudhury, “Managerial Economics”, Tata McGraw Hill
2. Pindyck Rubinfeld & Mehta, “Microeconomics”, Pearson
3. Ritika Sinha, “Economics for Manager”, SBPD Publishing House
4. Pannerselvam/Sivasankaran/Senthilkumar, “Managerial Economics”, Cengage Learning
5. Dwivedi D.N, “Managerial Economics”, Vikas Publication

#### **REFERENCE BOOKS (Latest Editions)**

1. Mankiw, “Principles of Microeconomics”, Cengage Learning
2. Damodaran Suma, “Managerial Economics”, Oxford University Press
3. Dominick Salvatore, “Managerial Economics”, Oxford University Press
4. Petersen Lewis & Jain, “Managerial Economics”, Pearson

## 1.5 BUSINESS STATISTICS

### COURSE OBJECTIVES

**60 Hours**

1. To elevate students' awareness of data in everyday life and prepare them for a career in today's age of information. To develop statistical literacy skills in students in order to comprehend and practice statistical ideas to solve problems.
2. To promote the practice of the scientific method in our students: the ability to identify questions, collect evidence (data), discover and apply tools to interpret the data, and communicate and exchange results.

### LEARNING OUTCOMES

1. At the end of this course, students will achieve statistical literacy and will be able to find ways to move beyond the-what of statistics to the how and why of statistics.
2. The techniques and tools used to come at different decisions.
3. The various analytical techniques that can be for decision making.

### MODULE 1: INTRODUCTION TO STATISTICS:

**12 Hours**

Definition, Importance of Statistics; Statistical Data – Sources and Types - Classification of data, Frequency Distribution, Diagrammatic and Graphic Representation - Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives, Numerical descriptive techniques: Measures of Central Tendencies. Measures of Variability - Range, Standard Deviation, Variance, and Coefficient of Variance; Skewness—Karl Pearson's Co-efficient of Skewness, Bowley's Co-efficient of Skewness.

### MODULE 2: TIME SERIES ANALYSIS AND INDEX NUMBERS

**10 Hours**

**Time Series:** Introduction, Objectives of Time Series, Identification of Trend - Methods of measuring: Semi averages, Moving averages, Method of Least squares, Non-linear trend. Application of time series in business.

**Index numbers:** Meaning, types and uses of Index numbers, Construction of Price, Quantity and Value indices, fixed base and Chain base method. TRT & FRT test. Consumer price index.

### MODULE 3: CORRELATION AND REGRESSION ANALYSIS

**10 Hours**

Introduction and significance, Scatter diagram, Karl Pearson's coefficient of Correlation for Uni-variate and Bi-variate series, Spearman's Rank Correlation. Regression analysis: Regression equations.

### MODULE 4: HYPOTHESIS TESTING, PARAMETRIC & NON PARAMETRIC TESTS

**14 Hours**

Hypothesis Testing, Formulation of Hypotheses, Type I and II error, z-test, t-test, f-test and Chi-Square test, Analysis of Variance(ANOVA) -one and two way. Design of experiments, Non-parametric tests – Sign test, Wilcoxon test, Mann-Whitney U test, Median test, Run test and Kolmogorov –Smirnov one sample test

## **MODULE 5: THEORY OF PROBABILITY**

**08 Hours**

Concept and Definition - Relevance to Management Decisions law of independence - Sample Space and Events – Union of events, Relevance of Permutations and Combinations to Probability - Rules of Probability, Bayes' theorem & its applications, basics of Random Variables and Concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson and Normal.

### **MODULE 6: DECISION THEORY**

Decision Theory – Decision under certainty, Decision making under risk (EMV criteria) and Decision making under uncertainty. Decision tree (Problems).

### **SKILL DEVELOPMENT EXERCISES**

Students are expected to perform these activities or find the following parameters for a given dataset using MS Excel and SPSS.

- Exp 1. Draw all types of Diagrams and Graphs
- Exp 2. Construction of one way and two way tables
- Exp 3. Arithmetic Mean
- Exp 4. Geometric Mean
- Exp 5. Harmonic Mean
- Exp 6. Median, Mode
- Exp 7. Minimum, Maximum, Range
- Exp 8. Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Variance
- Exp 9. Co-efficient of Skewness: - Karl- Pearson, Bowley, Kelly,
- Exp 10. Correlation coefficient
- Exp 11. Regression coefficient - Slope (b in  $y = a + bx$ )
- Exp 12. Regression Constant - Intercept (a in  $y = a + bx$ )

### **RECOMMENDED BOOKS (Latest Editions)**

1. James R. Evans, “Business Analytics – Methods, Models and Decisions”, Prentice Hall
2. T N Srivastava, ShailajaRego, “Statistics for Management”, Tata McGraw Hill
3. SP Gupta, “Statistical Methods”, Sultan Chand & Sons
4. Glynn Davis and Branko Pecar, “Business Statistics using excel”, Oxford University Press
5. J K Sharma, “Fundamentals of Business Statistics”, Vikas Publication

### **REFERENCE BOOKS (Latest Editions)**

1. Keller/Arora, “BSTAT: A South-Asian Perspective”, Cengage Learning
2. S C Gupta, “Fundamentals of Statistics”, Himalaya Publications

3. N D Vohra, “Business Statistics”, Tata McGraw Hill
4. Levin & Rubin, “Statistics for Management”, Prentice-Hall
5. Richard I. Levin, David S. Rubin, Masood H. Siddiqui, Sanjay Rastogi, “Statistics for Management”, Pearson India
6. Amir D Aczel, Jayavel Sounderpandian, Palaniswamy Saravanan, Rohit Joshi, “Complete Business Statistics”, McGraw Hill Education

## 1.6 MARKETING MANAGEMENT

### COURSE OBJECTIVES

**60 Hours**

1. The course will help the learner understand the basic concepts, tools and techniques relevant to marketing management and its application.
2. Student should be able to analyse basic marketing environment and marketing mix components, construct consumer profiles using understanding of buyer behaviour, and develop marketing plans and strategies.

### LEARNING OUTCOMES

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

1. Demonstrate the basic concepts about marketing management and the marketing process and describe the environmental forces that affect the company's ability to serve its customers.
2. Use a company's resources to increase its customer base, improve customer opinions of the company's products and services and increase the company's perceived value.

### MODULE 1: INTRODUCTION TO MARKETING ENVIRONMENT

**8 Hours**

Fundamentals of Marketing, Evolution of Marketing – different orientations; The Need for analysis of the marketing environment, Micro and Macro factors impacting marketing, Situation analysis and market opportunity identification; Designing and managing services, New trends in marketing

### MODULE 2: MARKETING MIX & STRATEGIES

**14 Hours**

Market Segmentation, Targeting and Positioning, Components of marketing mix for Products and Services; The Fundamentals of product management - Introducing New Products, Product Life Cycle - concept and relationship with marketing strategies.

Marketing Channels, Distribution Strategy, Channel Management, Introduction to pricing strategies, Promotion: Integrated Marketing Communications, advertising and public relations, Personal Selling, Sales Management.

### MODULE 3: CONSUMER BEHAVIOUR AND SELECTING SEGMENTS

**10 Hours**

Understanding Consumer Behaviour in Indian and Global context: Factors influencing buyer behaviour – Cultural, Social, Individual and Psychological influences, understanding buyer behaviour models- Applications, Consumer buying and business buying.

### MODULE 4: SALES FORECASTING AND SALES MANAGEMENT

**08 Hours**

Sales Forecasting Methods - analytical and statistical methods; Introduction to Marketing Information systems and marketing audit

Sales Management – Sales Process, sales management strategies – Business to Consumer (B2C), Business to Business (B2B).

### MODULE 5: CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

**10 Hours**

Customer relationship management(CRM) – CRM Cycle, implementing a CRM system, Identify customer relationship, understand interactions of current customer base, capture customer data, store and integrate customer data, identify the best customers – data mining and customer



segmentation, leverage customer information – campaign management, cross-selling, retaining loyal customers, designing targeted marketing communications, reinforcing customer purchase decisions, improving customer service, privacy concerns and CRM

## **MODULE 6: DIGITAL MARKETING**

**10 Hours**

Social Media – Social media and integrated marketing communications, creating and leveraging a social media campaign, evaluation and measurement of social media, social behaviour of consumers, social media tools – blogs, microblogs, social networks, media sharing sites, social new sites, review sites, virtual worlds and online gaming, Social media and mobile marketing.

### **PEDAGOGY / METHODOLOGY**

Lectures, case discussions, class /group activities and role plays can be used in the class room. Student presentations of specific brands and their marketing strategies or components thereof, after every unit will provide exposure to practical aspects.

### **SKILL DEVELOPMENT EXERCISES**

1. A number of exercises are suggested in the following websites and all the students must be asked to complete two exercises suggested by the faculty for every unit and the same needs to store after providing feedback to students
  - <http://www.greatideasforteachingmarketing.com/>
  - [http://www.swlearning.com/web\\_resources/marketing\\_topics.html](http://www.swlearning.com/web_resources/marketing_topics.html)
  - <http://www.marketingteacher.com/>
2. Prepare a market strategy for an product of your choice
3. Using 4P's, draw a blue print
4. Meet few consumers and try to analyse their buying behaviour
5. Take some product and re-examine the pricing strategy

### **RECOMMENDED BOOKS (Latest Editions)**

1. Lamb/Hair/Sharma/McDaniel, “MKTG: A South-Asian Perspective”, Cengage Learning
2. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithileshwarJha “Marketing Management”; Pearson Education
3. Etzel, Walker, Stanton & Pandit “Marketing”, Tata McGrawHill

### **REFERENCES (Latest Editions)**

1. Paul Baines, Chris Hill and Kelly Page, “Marketing Management”, Cengage Learning
2. Philip Kotler, Gary Armstrong, Prafulla Agnihotri, “Principles of Marketing”, Pearson India
3. William D Perreault and Jerome McCarthy, “Basic Marketing: A Global Managerial Approach”, Tata McGraw Hill
4. Gary L. Lilien, Philip Kotler, K. Sridhar Moorthy, “Marketing”, Prentice-Hall
5. Rama Bijapurkar, “We are like that only”, Penguin India

6. Rama Bijapurkar, “Winning In the Indian Market”, Wiley

## 1.7 EMPLOYABILITY SKILL DEVELOPMENT – I

### COURSE OBJECTIVES

30

#### Hours

1. To impart employability skills with activities.
2. To bridge the gap between the skill requirements of the employer or industry and the competency of the students

### LEARNING OUTCOMES

1. Demonstrate Employability skills required for business situations.
2. Inculcate potential skills to communicate effectively, take initiative, solve problems, and demonstrate a positive attitude, inter-personal skills so as to hold a good impression and positive impact

### MODULE 1: INTRODUCTION

Employability skills, Learning about yourself: self-appraisal, peer-appraisal and teacher/mentor appraisal, SWOC Analysis, Analyse how self-concept can affect job performance, Relating personal priorities to professional priorities, Employer perception on employability skills

### MODULE 2 : COMMUNICATION SKILL DEVELOPMENT

Understanding the basics of verbal communication, Types of verbal communication, Effective interaction skills, Professional telephonic conversation skills-telephone etiquette – placing and receiving telephone calls, leaving professional messages- Using digital skills- Networking through social media, Online profile management.

Non-verbal Communication – paralinguistic and proxemics - body language of a good presenter and listener

Writing effective e-mail – main elements of e-mail messages, creating professional e-mail messages, Business meetings: Pre-meeting and Post-meeting documentation, Preparation of agenda, Resolution drafting, proceedings and minutes of the meeting.

### MODULE 3: INTERPERSONAL SKILLS

Importance of inter-personal skills – analysis of ego states and transactions- positive relationship – positive attitude – empathise: comprehend others opinions, points of views, and face them with understanding , trust – emotional bonding – handling situations.

### MODULE 4: TIME MANAGEMENT AND STRESS MANAGEMENT

Time Management – importance of time management – Creating and using a to-do list using mobile phone apps to plan and keep track of progress of tasks planned and completed-identifying time wasters—day to day time management techniques– time management tools- using time management apps.

Stress Management – causes of stress and its impact – personality and stress- how to manage - stress busters - Components of Emotional Intelligence- self-awareness, self- regulation, internal motivation, empathy and social skills.

### **MODULE 5: RESUME WRITING**

Cover Letter – building careers and crafting resumes – essentials of an effective resume – planning, writing, and completing resume – sending follow-up messages

### **MODULE 6: CAREER PLANNING**

Understanding career planning, researching your options, long term career plan, short term career goals, pursuing training opportunities, planning your promotions, making career changes, preparing to leave a job, career and job websites

### **PEDAGOGY**

Ice- breaking, Brainstorming and simulation exercises, movie clips, videos, Educational games, examples, story/sharing questionnaire/role play/exercises/ Task, Video/Audio recording, Group talk, presentations, team building exercises, mock meetings

### **Record Books to be maintained by students**

#### **1. Record book for communication – Vocabulary and Sentences**

Maintain a record book of new words, phrases, idioms or sentence structures learnt.

#### **2. Record book for Business News – develop understanding of the business environment by recording the latest business news stories in brief.**

### **RECOMMENDED BOOKS (Latest Editions)**

1. Philips R. Hunsaker, “Training in Interpersonal Skills”, Tata McGraw Hill
2. Butterfield, “Soft Skills for Everyone”, Cengage Learning
3. Career Development Centre, “Soft Skills”, Green Pearl Publications
4. Alex K, “Soft Skills – Know Yourself & Know the World”, S.Chand & Company Ltd

### **REFERENCE BOOKS (Latest Editions)**

1. B N Ghosh, “Managing Soft Skills for Personality Development”, McGraw Hill Education
2. Raman/Upadhyay, “Soft Skills – Key to Success in Workplace and Life”, Cengage Learning
3. Monippally, Matthukutty. M, “Business Communication Strategies”, Tata McGraw-Hill
4. M Ashraf Rizvi, “Effective Technical Communication”, McGraw Hill Education
5. Peter W Cardon, Business Communication, McGraw Hill Education
6. Suzanne C. Janasz, Karen O. Dowd, Beth Z. Schneider, “Interpersonal Skills in Organisation”, Tata McGraw Hill Education

7. Gopaldaswami Naresh, “The Ace of Soft Skills”, Pearson
8. Shivkera – Personality Development (You Can Win)

## 2.1 ENTREPRENEURSHIP AND START-UP MANAGEMENT

### COURSE OBJECTIVES

60 Hours

1. To make the students aware of the importance of entrepreneurship opportunities available in the society for the entrepreneurs.
2. To acquaint them with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business

### LEARNING OUTCOMES

By the end of the course, the student should be able to –

1. Demonstrate the entrepreneurial process and recognize the core role of creativity and innovation in managing the entrepreneurial process effectively.
2. Demonstrate the issues and decisions involved in financing and growing the new Venture

### MODULE 1: INTRODUCTION TO THE WORLD OF ENTREPRENEURSHIP 10 Hours

Evolution and revolution of Entrepreneurship. Three schools of thought: a. Entrepreneurship as an economic function, Trait based theory, Entrepreneurship as a behavioral phenomenon. Myths and realities of Entrepreneurship. Types of entrepreneurs. Growth of Entrepreneurship. Entrepreneurial competencies, Intrapreneurship.

Assignment: Preparing video/print profile of an entrepreneur

### MODULE 2: ENTREPRENEURSHIP PROCESSES

10 Hours

**Pre-startup-** Idea generation and evaluation. **Startup-** Evaluating the opportunity, developing the business model, writing the business plan, assessing the required resources, acquiring the required resources, Managing the venture. **Growth-** Various growth strategies that entrepreneur can pursue. **Exit-** Various exit cum harvesting strategies

### MODULE 3: BUSINESS PLAN AND FEASIBILITY ANALYSIS 10 Hours

Business plan and its contents. Financial plan, market plan, operational plan and funding plan. Feasibility analysis -Technical feasibility, market feasibility, financial feasibility, environmental feasibility, economic feasibility.

Assignment: Preparing a real time business plan and presenting into the potential investors.

### MODULE 4: ECO- SYSTEM SUPPORTING GROWTH OF ENTREPRENEURSHIP 10 Hours

Sources of Finance, Central government institutions and agencies: SIDBI, NABARD, NSIC, SISI, EDI, etc. State government institutions and agencies: DIC, CEDOK, KIADB, KSFC, etc.

Other supporting agencies RUDSETI, Incubation centers, VCs, Makers labs, TBIs, etc. Specific initiatives to promote entrepreneurship: Startup India, Stand up India and Mudhra Make in India, etc initiatives.

## **MODULE 5: BUSINESS ETHICS AND LEGAL ASPECTS**

**10 Hours**

Importance and relevance of business ethics. Emerging business ethics issues. Understanding ethical decision making and corporate governance. Ethics as a dimension of social responsibility, formalities for setting up of new venture. Legal aspects involved in setting up new ventures.

## **MODULE 6: CONTEMPORARY DEVELOPMENT IN ENTREPRENEURSHIP 07 Hours**

Social entrepreneurship, Women entrepreneurship, Next-Gen entrepreneurship, Family Business, Effectuation Theory, Problem Mapping, Design thinking, achieving entrepreneurial leadership in the new millennium, problems, challenges and success stories in start-ups.

### **SKILL DEVELOPMENT EXERCISES**

1. Identify five Business Ideas and prepare Business Plan for those ideas.
2. Proposal to Vice-Chancellor along with presentation
3. Story-telling for New Venture Creation
4. What do you mean by viable business opportunity? Justify the stand to your answer.
5. SWOT analysis of a successful entrepreneur you know
6. How do you play the role of an Intrapreneur in an organization, give details
7. Draw up a market feasibility plan for a startup company of your choice, remember you are the consultant for them and you get consultancy charges for such service.
8. Do you agree that the government cannot facilitate growth of entrepreneurs, why? Justify your answer and give a report how can there be growth of entrepreneurship in India.
9. Why does an entrepreneur fail? Bring two case studies of both fail and turn around stories with proper analysis of the details.
10. Identify famous business person(s) of India who now play the role of venture capitalists and support startups, give details of their ventures.
11. What do you emulate from successful women entrepreneurs/ bring few examples to justify your answer.
12. What have you to say that the B-Schools should do to promote entrepreneurial culture in the campus?

### **RECOMMENDED BOOKS (Latest Editions)**

1. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
2. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
3. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffrey.A.timmous, Stephen spinelli, Tata mergaw hill, edition

4. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)
5. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA
6. 'Effectuation' - Saras Saraswathi
7. '8 steps to innovation' – Rishiksha T Krishnan and Vinay Dabholkar; Collins Publications

#### **REFERENCE BOOKS (Latest Editions)**

1. Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
2. David H. Holt , "Entrepreneurship: New Venture Creation", Prentice-Hall of India
3. K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
4. Brigitte Berger , "The Culture of Entrepreneurship", ICS Press
5. Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication



## 2.2 BUSINESS RESEARCH METHODS

### COURSE OBJECTIVES

60 Hours

1. To enable students acquire thought process in research,
2. To imprint on them the paradigm of research in business & to make them use research as base for decisions

### LEARNING OUTCOMES

1. Demonstrate proficiency in defining a research problem, identifying variables or phenomena, identifying research designs, and developing purpose statements, research questions, hypotheses, and data collection.
2. Demonstrate proficiency in developing a research methodology for qualitative or quantitative designs, using appropriate statistical methods for data analysis.

### MODULE 1: INTRODUCTION TO BUSINESS RESEARCH

06 Hours

Nature and role of Business Research, Types of Research based on Purpose, Process, Outcome, Nature, Action and Logic, Theory Building – constructs, propositions, variables and hypotheses, Features of a good Research Study, Research Process, Internet and research

### MODULE 2: RESEARCH PROBLEM, HYPOTHESIS AND DESIGN

10 Hours

Identification and Selection of the Problem, Definition and Statement of the Problem, Evaluation of the Problem, Criteria and sources for identifying the problem, process of defining the problem. Nature, Definition and Characteristics of Good Hypothesis & types of hypotheses, Formulation and testing of hypothesis, The Design of Research, Meaning, Need, dimensions, types of research design.

### MODULE 3: DATA COLLECTION AND MEASUREMENT

15 Hours

Primary Data Collection, Classification of Survey methods, Evaluation Criteria for Survey Methods; Observation Techniques, Classification of Observation Methods, Advantages and Limitations of Observation Techniques, Secondary Data Collection, Classification of Secondary Data Sources, Evaluation of Secondary Data, Roadmap to use Secondary Data & Benefits and Drawbacks of Secondary data. Qualitative methods, Observational Methods, Focus Group Method, Personal Interview Method and Projective Techniques  
Scales of Measurement, Classification of Scales - Single Item v/s Multi Item Scales, Comparative v/s Non-Comparative scales, Continuous Rating Scales; Criteria for Good Measurement, Criteria for Questionnaire Designing; Types of Questionnaire; Questionnaire Design Procedure, Pilot test, validity and reliability of Questionnaire, Cronbach's alpha, interview schedule.

### MODULE 4: SAMPLING AND DATA PREPARATION

10 Hours

Sampling, Concept of Sample and Target Population, Census and Sampling, Sample frame, Sample unit and sample element, Sample size, Determination of Sample Size, Characteristics of

a Good Sample, Sampling Design; Probability and Non Probability, Sampling v/s Non-Sampling Error

Data Preparation, Field Validation, Data editing, Coding, Content Analysis, Classification and Tabulation of Data, data transformation

### **MODULE 5: DATA ANALYSIS**

**14 Hours**

Basic data analysis: Descriptive Statistics, Univariate and Bivariate, Parametric & Non-Parametric Tests; Null & Alternative Hypothesis, Error in Testing of Hypothesis, Critical Region, Degrees of Freedom, One Tailed & Two Tailed Tests, Standard Error; Procedure for Testing of Hypothesis. Parametric test, Non parametric test (Conditions for applicability, practical applicability, Implementation and statistical Inference of all the above tests)

### **MODULE 6: RESEARCH REPORT**

**05 Hours**

Types of Research Report, Report Format, Report Writing – Insight from the communication models, Report Formulation, Guidelines for effective Documentation and visual representation and Research Briefing –Oral Presentation, reports on the internet

### **SKILL DEVELOPMENT EXERCISES**

Using MS Excel, SPSS/SYSTAT/MINITAB for Data Analysis: Entering data from questionnaire, types of analysis, types and applicability of graphs. Advanced tools of analysis: Concepts of discriminant analysis - factor analysis - cluster analysis - conjoint analysis - multi dimensional scaling - perceptual mapping to be taught through practical/real business problems

Exp 1. Z-Test, t-test, F-test Values

Exp 2. Chi-Square test Values

Exp 3. Analysis of Variance (ANOVA) Values

Exp 4. Research Proposal writing

Exp 5. Data Interpretation and report writing: Short and Long reports:

Exp 6. Report presentation methods, ex: Power Point Presentation, etc.

### **RECOMMENDED BOOKS (Latest Editions)**

1. Zikmund/Adhikari, “Business Research Methods: A Soith-Asian Perspective”, Cengage
2. Deepak Chawla & Neena Sondhi, “Research Methodology-Concepts & Cases”, Vikas Publishing House
3. Donald R Cooper, Pamela S Schneider, J K Sharma, “Business Research Methods”, McGraw Hill Education

### **REFERENCE BOOKS (Latest Editions)**

1. Naval Bajpai, “Business Research Methods”, Pearson India
2. Rummel & Ballaine, “Research Methodology in Business”, Harper & Row Publishers
3. C.R.Kothari , “Research Methodology (Methods and Techniques)”, New Age International
4. R.Pannerselvam, “Research Methodology”, Prentice-Hall of India

## 2.3 MANAGING HUMAN RESOURCES

### COURSE OBJECTIVES

**60 Hours**

1. This course is designed for a systematic and comprehensive study about the various facets of Human Resource Management for students of Management. In this course, students will learn the basic concepts and frameworks of Human Resource Management (HRM), and understand the role played by HRM in effective business administration.
2. Students will also get a perspective of the problems associated with HRM and their causes.

### LEARNING OUTCOMES

On completion of the course, the students will be able to:

1. Define a comprehensive Human Resources Management strategy within both entrepreneurial and non-profit organisations, also on an international scale;
2. Plan and implement end to end human resource management process from – recruitment, selection, training, compensation, personnel development, evaluation and manage industrial relations;

### MODULE 1: INTRODUCTION

**12 Hours**

Human Resource Management: Definition – Objectives – Functions – Scope – models of HRM – HRM in India and Global context – Evolution of HRM – HR Metrics – Qualities of a good Human Resource Manager- Human Resource Outsourcing- HR Audit – Human Resource Information System (HRIS)

**Human Resource Planning:** HR Planning as a source of Information – Methods of HR Planning – Job Analysis, Job description and Job Specification – Job redesign, HR dashboard.

### MODULE 2: RECRUITMENT, SELECTION AND RETENTION

**10 Hours**

Purpose and Importance of Recruitment – Sources of Recruitment – Selection Process – Selection Techniques – Selection Errors – Orientation, Induction, On boarding and Placement. Retention – managing Attrition, Retention Strategies.

### MODULE 3: TRAINING AND DEVELOPMENT, CAREER MANAGEMENT

**12 Hours**

**Training and Development** – Training need analysis, designing a training program, Evaluating a training program- approaches, Methods of Training: Job Instructed Training , Coaching, Mentoring, Job Rotation, Apprenticeship training, Learning Theories – Jaen Piaget’s theory, Social Learning theory, Kolb’s model on Learning style of individuals

**Career Management** – Need for career planning – Career Development (CD) – Steps in CD – Elements in CD – Career anchors in CD – Diversity in CD – Counselling and Mentoring in CD – Competency: Concept – Meaning – Types – Process of Competency Mapping

### MODULE 4: COMPENSATION AND PERFORMANCE MANAGEMENT

**10 Hours**

**Compensation and Benefits** – Basics purposes of compensation, Wages versus Salaries, Components of Remuneration, Determinants of Compensation Strategy, Job Evaluation

Methods, Pay for Knowledge and Skill Based Pay, Wage and Salary Administration, Incentives and Performance Based Rewards – Individual, Team and Group Incentive Plans ,  
**Performance Management** –Performance Management- Different elements of Performance Management, process and evaluation techniques, issues and dilemmas, context and design model of system, Human Resources Accounting

### **MODULE 5: MANAGING EMPLOYEE RELATIONS**

**07 Hours**

Employee Relations: Meaning & Characteristics – Parties to Industrial relations – Theoretical Perspectives on Industrial Relations – Nature of Trade Unions – Types of trade unions – Reasons for joining TU – Problems of Trade Union – Causes for Industrial Disputes – Grievance Procedures – Redressal of Grievances through Collective Bargaining – Features – Workers participation in management – Laws relating to Employee Relations.

### **MODULE 6: THE GLOBAL ENVIRONMENT**

**09 Hours**

**Global Issues in HRM** – Stages of Development of Transnational Organizations, Structural Implications, IHRM Strategy, Understanding the cultural, political and legal environment – **Domestic Issues in IHRM** – Local recruiting and selection, training and compensation issues, **Managing International transfers and assignments**– Expatriates and corporate international strategy, selecting, performance management, training and compensating expatriates – Repatriation - The future of IHRM / HRM.

### **PEDAGOGY / METHODOLOGY**

Lectures, Case study analysis, Exercises, Assisted private studying, Guest speakers, Videos, Company tours, and Role plays

### **SKILL DEVELOPMENT EXERCISES**

- Recruitment Management – Group discussion/ JAM sessions / Interviewing techniques
- Workforce Planning – Reading assignments and Case studies/ Field visits
- Induction Management - Role play / Group dynamics/ Discussion
- Training Management – Skill training / Laboratory training/ Team building
- Performance Management – In basket training/ Case studies.
- Compensation & Benefits – Sensitivity training / Live examples.
- Employee Information/ Skill Management – Instruments, videos and films
- Employee Survey – preparing Questionnaires / case study designing specific to the topic
- Exit Interviews & Process – preparing Questionnaires
- Role play on conducting interview

### **RECOMMENDED BOOKS (Latest Editions)**

1. DeNisi/Griffina/Sarkar, “HR – A South-Asian Perspective”, Cengage Learning
2. Dr. K Aswathappa, “Human Resource Management, Text & Cases”, McGraw Hill
3. Biswajeet Pattanayak , “Human Resource Management”, Prentice Hall of India(PHI)
4. Gary Dessler and BijuVarkkey, “Human Resource Management”, Pearson Publication
5. P. Jyothi and D. N Venkatesh, “ Human Resource Management”, Oxford Publication

### **REFERENCE BOOKS (Latest Editions)**

1. Sinha, “Human Resource Management”, Cengage Learning
2. Dr. C.B. Gupta, “Human Resource Management”, Sultan and Sons
3. P. SubbaRao, “Personnel & Human Resource Management”, Himalaya Publishing House
  
4. K. Aswathappa, “Human Resource and Personnel Management”, Tata McGraw Hill
5. C.S. Venkata Rathnam & B.K. Srivastava, “Personnel Management & Human Resource”, Tata McGraw Hill
6. Dr. C.B. Memoria, Dr. Satish Memoria & S.V. Gankar, “Dynamics of Industrial Relation”, Himalaya Publishing House

## 2.4 BUSINESS ANALYTICS

### COURSE OBJECTIVES

**60 Hours**

1. To introduce the business intelligence process that support the decision making in business operations.
2. To expose the students to analytics practices used in various verticals across industries and thereby educating students to develop basic analytical skills.

### LEARNING OUTCOMES

By the end of the course,

1. Describe how analytics are powering consumer applications and creating a new opportunity for entrepreneurship for analytics
2. Demonstrate understanding on the areas and application of Analytics

### MODULE 1: INTRODUCTION TO BUSINESS ANALYTICS

**10 Hours**

Introduction to Business Analytics; Challenges; Business Analytics Optimization (BAO); Data warehousing; Online Analytical Processing (OLAP); Online Transaction Processing (OLTP); Introduction to Predictive Analytics and Prescriptive Analytics; Role of Business Analyst and Data Scientist; Business Intelligence Applications.

### MODULE 2: DATA MINING

**10 Hours**

Meaning of Data Mining; Evolution of Data Mining; Data Mining Process; Knowledge Discovery from Data (KDD); Cross Industry Standard Process for Data Mining (CRISP-DM), Data Mining techniques; Challenges of Data Mining

### MODULE 3: PREDICTIVE ANALYTICS

**15 Hours**

Introduction to Simple Linear Regression, Multiple linear Regression, Logistic Regression, Time series, Decision Trees and Neural Networks

### MODULE 4: BIG DATA ANALYTICS

**10 Hours**

Introduction to Big Data; Need for Big data; Characteristics of Big Data; structure of Big Data (Structured, Semi-structured, Unstructured and real time data); Benefits and barriers of Big Data Analytics; Mobile Data Analytics; Social Media Analytics

### MODULE 5: AREAS AND APPLICATIONS OF ANALYTICS

**10 Hours**

Financial Analytics; HR Analytics; Marketing Analytics; Supply Chain Analytics; Production and Operations analytics

### MODULE 6: CONTEMPORARY DEVELOPMENTS IN THE AREA OF ANALYTICS

**05 Hours**

Machine learning; Artificial Intelligence; Deep Learning; Internet of Things (IOT); and Robotics

**REFERENCE BOOKS (Latest Editions)**

1. Albright Winston “Business Analytics, Data Analysis and Decision Making” 5<sup>th</sup> edition, Cengage Publication
2. Cindi Howson “Successful Business Intelligence” 2<sup>nd</sup> edition, McGrawHill Education
3. U Dinesh Kumar “Business Analytics: The Science of Data - Driven Decision Making”  
by Wiley Publications

## 2.5 FINANCIAL MANAGEMENT

### COURSE OBJECTIVES

**60 Hours**

1. To enable a strong conceptual fundamentals for corporate finance and make the students comfortable and easy understanding of financial management and an overview of Indian and global scenario.
2. The syllabus also contains the practical components of the subject which enable the students gain more practical knowledge under each module

### LEARNING OUTCOMES

1. The student will exhibit the conceptual understanding of various steps involved in raising, allocation and distribution finance
2. The student will be able to apply concepts learnt to demonstrate the understanding of the published reports of business firms and companies and also demonstrate the ability to draw meaningful conclusions about the financial performance of business firms and companies

### MODULE 1: INTRODUCTION TO FINANCIAL MANAGEMENT

**08 Hours**

Introduction to International Financial System, General areas of finance, importance of finance in non-finance areas, Functions of Financial Management, finance and corporate strategy, Financial Goals of a firm, Emerging role of finance manager in India

### MODULE 2 TIME VALUE OF MONEY

**08 Hours**

Compounding, Continuous Compounding, Effective Rate of Interest, Discounting – Single Cash Flows & Series of Cash Flows, Annuity – Future Value and Present Value, Present Value of Growing Annuity, Perpetuity – Present Value, Growing Perpetuity – Present Value, Equated Annual Instalments.

### MODULE 4: INVESTMENT DECISIONS

**12 Hours**

Capital Budgeting, process of Capital budgeting, use of capital budgeting techniques in practice, Methods of appraising proposals; Payback period, ARR, NPV, IRR, MIRR, Profitability Index (problems). Meaning of Capital Rationing

### MODULE 4: COST OF CAPITAL AND CAPITAL STRUCTURE

**16 Hours**

Introduction of capital structure- optima capital structure, Factors influencing capital structure. NI Approach, NOI approach, and MM approach (Theory and simple problems only) **Leverages** - Financial Leverage – Operating Leverage and Combined Leverage. **Cost of Capital**- Meaning and Methods of computing cost of capital: Cost of Equity Capital, Cost of Preferred Capital, Cost of Debt, Weighted Average Cost of Capital (Theory and Problems).

### MODULE 5: WORKING CAPITAL MANAGEMENT

**06 Hours**



Working capital, factors determining working capital, Sources of working capital, estimating working capital needs, Cash Management, Inventory Management (Only Theory), Receivables Management.

### **MODULE 6: DIVIDEND DECISIONS**

**10 Hours**

Dividend decisions and valuation of firms, Determinants of dividend policy, Dividend theories – relevance and irrelevance: Walter, Gordon and Modigliani-Miller Hypothesis (including problems), Bonus issues, stock split.

### **SKILL DEVELOPMENT EXERCISES**

1. Draw a chart showing the functions of finance manager
2. List out the formulas of time value of money
3. List out the methods of capital budgeting appraisal
4. Collect the different companies debentures
5. List out the theories of dividend and importance.
6. List of companies declared different types of dividend in the last financial year.

### **RECOMMENDED BOOKS (Latest Editions)**

1. Kishore, M. Ravi, “Financial Management – with Problems and Solutions”, Taxmann Allied Services (P) Ltd.
2. I. M Pandey “Financial Management”, Vikas Publishing House
3. Besley/Brigham/Parasuraman, “CFIN: A South-Asian Perspective”, Cengage Learning
4. Rajiv Srivastava, Anil Misra, “Financial Management”, Oxford Higher Education
5. Parasuraman, “Financial Management: A Step by Step Approach”, Cengage Learning
6. Shashi K Gupta, R K Sharma, “Financial Management- Theory and Practice”, Kalyani Publishers
7. Bodhanwala, J. Ruzbeh, “Financial Management using Excel Spreadsheet”, Taxmann Allied Services (P) Ltd.

### **REFERENCE BOOKS (Latest Edition)**

1. Brigham, “Fundamentals of Financial Management”, Cengage Learning
2. Prasanna Chandra, “Financial Management”, McGraw Hill Education
3. Bahal, Mohit, “Practical Aspects of Financial Management”, SuchitaPrakashan (P) Ltd
4. Sharma, Dhiraj, “Working Capital Management – A conceptual Approach”, Himalaya Publishing House
5. Bhalla, V.K., “Financial Markets and Institutions”, S.Chand and Co
6. Hampton, John, “Financial Decision Making – Concepts, Problems and Cases”, Prentice Hall of India
7. Khan, M.Y; “Indian Financial System”, TheMcGraw Hill Companies

## **2.6 PRODUCTION AND OPERATIONS RESEARCH**

### **COURSE OBJECTIVES**

**60 Hours**

1. To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate.
2. To introduce some widely-used mathematical models. The understanding of these models will allow the students derive solutions by logic demonstrated through numbers & equip them with techniques for finding solutions.

### **LEARNING OUTCOMES**

1. The students acquire quantitative tools, and use these tools for the analysis and solution of business problems.
2. The emphasis will be on the concepts and application rather than derivations.

### **MODULE 1: PRODUCTION AND OPERATIONS MANAGEMENT**

**10**

#### **Hours**

Functions of Production and material management, Types of production Systems.

Forecasting – Forecasting types, Exponential smoothening, Measurement of errors, Box-Jenkins Method.

Facility Planning – Facilities location decisions

Facility layout planning: Layout, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts

Quality – Six Sigma, and elimination of 7 wastes (Mudas), Lean operations, JIT, KANBAN

### **MODULE 2: FACILITY MANAGEMENT**

**10**

#### **Hours**

Productivity and types of productivity

Materials Management – Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, ethics in purchasing.

Concepts of lead time, purchase requisition, purchase order, amendments, forms used and records maintained.

Inventory Management: Classification, ABC, VED and FSN analysis. Inventory costs, Inventory models – EOQ, safety stocks, Re order point, Quantity discounts

Maintenance: TPM, breakdown maintenance, continuous maintenance.

### **MODULE 3: INTRODUCTION AND LINEAR PROGRAMMING TECHNIQUES**

**10 Hours** Introduction Decision Making, Quantitative Approach to Decision Making, Nature and Significance of OR in Decision Making, Scientific Methods in Operations Research, Models in Operations Research, Application Areas of OR in Management.

Linear Programming: Model Formulation, Graphical Methods, Simplex Method, Maximization and Minimization of L.P.P, Degeneracy in L.P.P.

### **MODULE 4: TRANSPORTATION MODELS**

**10 Hours**

General Structure; Various methods for finding initial solution: North West Corner Method, Least Cost Method, Vogel's Approximation Method; Test for optimality (MODI method only)

Alternate Optimal solutions. Variations: Balanced Transportation Problem, Maximization problem, Degenerate Solution.

### **MODULE 5: ASSIGNMENT PROBLEMS**

**10 Hours**

Concepts, Mathematical Formulation of an Assignment Problem, The Assignment Algorithm (Hungarian Assignment method), Balanced and Unbalanced Assignment Problems, Travelling Salesman Problem as an Assignment Problem.

Sequencing: Terminology and notations, types of sequencing problems, processing  $n$  jobs through 2 machines, processing  $N$  jobs in  $N$  Machine.

### **MODULE 6: NETWORK ANALYSIS**

**10 Hours**

Terminology; Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, Finding critical path – Different Floats; PERT Computations: Probability of meeting the scheduled dates; difference between PERT and CPM.

Replacement Models Types of Failure, Replacement of Items whose efficiency deteriorates with Time, Replacement of Items that Fail Completely

### **SKILL DEVELOPMENT EXERCISES**

1. Linear programming is a general method usable for a wide range of problems. Visit any nutrition center which sells health-food. Bring into play the applications of LP in formation and building
2. Transportation programming techniques facilitates in maintaining traffic rules. Apply with the help of illustrations
3. Visit your nearest fast moving consumer goods manufacturing company like LG, Samsung, Videocon etc. and apply the concept of assignment model to increase its produce line.
4. Visit one of the construction companies and analyze its modus-operandi to function. Apply the concept of network model (PERT and CPM) to proper completion of work in time
5. Apply the queueing theory to regulate the problem of huge waiting lines at the railway reservation counters

### **PEDAGOGY**

Use of case studies and Methods to solve the problems of OR using MS Excel or TORA.

### **RECOMMENDED BOOKS (Latest Editions)**

1. Hillier, Lieberman, Nag & Basu, "Introduction to Operations Research", McGraw Hill Education(India)
2. Ravindran, Phillips & Solberg , "Operations Research – Principles & Practice", Wiley India
3. Hamdy A. Taha, "Operations Research: An Introduction", Pearson
4. H.M. Wagner, "Principles of Operations Research with Application to Managerial Decisions" , Prentice Hall of India

### **REFERENCE BOOKS (Latest Editions)**

1. Srinivas Reddy, "Operations Research", Cengage Learning
2. J. K. Sharma, "Operations Research-Theory & Applications", MacMillan. India Ltd

3. V. K. Kapoor, “Operations Research-Techniques for Management”, Sultan Chand & Sons
4. Hiller & Lieberman, “Introduction to Operations Research-Concepts & Cases”, Tata-McGraw Hill
5. Gupta & Hira , “Operations Research”, S.Chand& Co
6. Chawla, “Operation Research”, Kalyani Publishers
7. Mahadevan B, “Production and Operations Management”, Pearson Education India, 2010
8. J.P Saxena, “Production and Operations Management”, Tata McGraw-Hill Education Pvt Ltd.,
9. Ajay K.Garg, “Production and Operations Management”, Tata McGraw-Hill Education Pvt Ltd.,
10. Norman Gaither and Greg Frazier, “Operations Management”, South – Western College Pub.1999
11. Clifford Gray and Larson, “Project Management”, MC Graw-Hill/Irwin,2008

## **2.7 EMPLOYABILITY SKILL DEVELOPMENT – II**

### **COURSE OBJECTIVES**

**30 Hours**

1. To assess and identify the individual employability skill deficiencies
2. Facilitating student to take remedial measures to improve the status of skill deficiencies and enable students to apply these skills in order to be successful in professional life.

### **LEARNING OUTCOMES**

1. Become self-confident individuals by mastering communication skills, interpersonal skills, and IT skills.
2. Demonstrate an understanding of employability skills and will be able to prepare a structured resume, Handle group discussions and interviews effectively

### **MODULE 1: COMMUNICATION SKILLS:**

Listening- the art of listening- elements of listening, being an effective listener- practical exercises in listening,

Reading- Understanding the elements of effective reading, using skimming and scanning techniques for rapid reading, reading for comprehension- exercises in Reading

Writing- Elements of good writing – paragraphing skills, coherence and cohesion, lexical resources, grammatical range and accuracy in writing – exercise in writing tasks.

Speaking- Elements of effective presentation skills- Vocal and Verbal Communication, expression of ideas and opinions, skills in handling a conversation and a dialogue. Exercise in

speaking. Group discussion- Purpose-Process- understanding the criteria for assessment, right types of behaviour in GD- GD practice sessions

## **MODULE 2: INFORMATION TECHNOLOGY SKILLS:**

### **MS Word**

1. Understanding the Business Functionalities of various options available in MS Word
  - a) Creating a new document – Typing Skills (25 to 30 wpm)
  - b) Editing a document, Text formatting ,Finding and replacing text and checking spelling
  - c) Using Clip gallery, Working with tables, Using Mail merge, Creating a new data source
  - d) Accessing the data document, Printing a document

### **MS Excel:**

1. Understanding the various functionalities of MS Excel
  - a) Basic operations: Operators in Excel, Modifying the worksheet layout, Working with functions – Date and Time function, Statistical function, financial function, Mathematical function. b) Formatting Charts c) Finding Trends in Data
2. Using Sorting, Filter Functions, Text to Column Functions
3. Learning and Implementing Conditional Formatting
4. Learning and Implementing V-Lookup and H-Lookup
5. Learning and Implementing PIVOT
6. Inserting Charts, Graphs, Tables etc.

## **MODULE 3: PRESENTATION SKILLS**

Designing and delivering business presentations – planning an effective business presentation – identify your key message, know your audience, organizing the content, vocal quality, delivery style – Exercises: short presentations.

### **Power Point Presentation:**

- 1) Understanding the various functionalities of MS Power Point
  - a) Creating a presentation slide
  - b) Working with the text
  - c) Moving the frame and inserting clip art
  - d) Formatting the slide design
- 2) Designing the Master Slide and Theme Slide
- 3) Implementing the Organizational Charts, Functional Charts, Process Flow Charts, Timing Diagram, Gaunt Charts and Other Project Management Tools required for the business.
- 4) Running Slide Shows: Adding Transitions and Animations

## **MODULE 4: INTERVIEW SKILLS**

Understanding the interview process – ground work before interview – interviewing for success – Tips on power dressing – exhibiting appropriate body language – Mock interviews and assessment

## **MODULE 5: IMAGE MANAGEMENT**

The 4 C's of Personal branding, Step by step process of personal branding- Art and Science of Creating a First Image, Clothes Power, Etiquette Ready, Fitness, Colour and Clinic, Make-up, Grooming Personal Hygiene, and Business Etiquette.

## **MODULE 6: SKILL DEVELOPMENT ACTIVITIES**

Training Need Analysis, Skill development activities on leadership, team building, conflict management, event management, self-management, life skills, Emotional Intelligence, positive thinking, crisis management, Digital skills: mock trading activities, e-HR activities and other related skill development activities.

### **PEDAGOGY / METHODOLOGY**

Movie clips, videos, Educational games, examples, story/sharing questionnaire/role play/exercises/ Task, Video/Audio recording, Group talk. Numerous GDs, Mock Interviews followed by exhaustive feedback rounds. Pedagogy exhaustively involves Methodologies to Crack GDs', Resume Building Techniques & Tips to Crack Interviews

### **RECOMMENDED BOOKS (Latest Editions)**

1. Butterfield, “Soft Skills for Everyone”, Cengage Learning
2. Lehman / Dufrene / Sinha , “BCOM – A South-Asian Perspective”, Cengage Learning
3. Andrews, Sudhir, “How to Succeed at Interviews”, Tata McGraw Hill
4. R. Alec Mackenzie , “The Time Trap: The Classic book on Time Management”, AMACOM

### **REFERENCE BOOKS (Latest Editions)**

1. Gopaldaswami Naresh, “The Ace of Soft Skills”, Pearson
2. Raman/Upadhyay, “Soft Skills – Key to Success in Workplace and Life”, Cengage Learning
3. Computer Fundamentals- Anita Goel- Pearson
4. Information Technology- Dr. Sushila Madan, 4<sup>th</sup> Edition, Taxmann’s
5. Career Development Centre, “Soft Skills”, Green Pearl Publications
6. M Ashraf Rizvi, “Resumes and Interviews: The Art of Winning”, McGraw Hill Education
7. M Ashraf Rizvi, “Effective Technical Communication”, McGraw Hill Education
8. Peter W Cardon, Business Communication, McGraw Hill Education
9. Suzanne C. Janasz, Karen O. Dowd, Beth Z. Schneider, “Interpersonal Skills in Organisation”, Tata McGraw Hill Education
10. B N Ghosh, “Managing Soft Skills for Personality Development”, McGraw Hill Education
11. Levitt and Harwood, “Your Career: How to Make it Happen”, Cengage Learning

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