

CURRICULUM AND SYLLABUS

BATCH: 2023-2026

Bachelor of Business Administration Program

(With effect from 1st July, 2023)



KIIT School of Management

KIIT Deemed to be University

Bhubaneswar-751024

Websites: www.ksom.ac.in, www.kiit.ac.in

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*Offered in both Operations & International Business Area

BBA (Bachelor of Business Administration)

Program Outcomes (POs)

- Providing educational preparation for a career
- Meeting institutional social responsibilities aligned to the vision and regulations

Program Educational Objectives (PEOs)

- Building a strong foundation in all the key functional areas with contemporary and need-based curriculum with specializations in areas such as Marketing, Finance, Information Technology, Human Resource Management, Operations and International Business
- Fostering strong personal, interpersonal and group communication skills
- Providing academic flexibility to promote knowledge
- Engaging with industry for executive education with industry oriented syllabi
- Developing centers of excellence aligned with emerging areas of knowledge

Program Specific Outcomes (PSOs)

- Business Environment and Domain Knowledge (BEDK)
- Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)
- Social Responsiveness and Ethics (SRE)
- Effective Communication (EC)
- Leadership and Teamwork (LT)

Pedagogy

The pedagogy will include lecture sessions, case discussions and presentations. A course will be covered in 45 sessions of duration 60 minutes each. It will be spread over 4.5 months.

Evaluation

The BBA Program will follow a continuous examination and evaluation system.

The evaluation shall follow the pattern given below:

Theory Component	Marks
Assignment/Quiz	10
Viva/Presentation	15
Mid-Semester	25
End-Semester	50
<i>Total</i>	100

PROGRAMME STRUCTURE
(Semester-wise Core Courses and Credits)
45 Contact Hours; 21 weeks

Semester-I

Sl. No.	Course Code	Subject	L	T	P	Total Contact Hours	Credits
01	BM1707	Managerial Written Communication	2	1	0	45	3
02	BM1401	Business Economics-I	2.4	.6	0	45	3
03	BM1201	Financial Accounting	2.4	.6	0	45	3
04	BM1705	Psychology	2	1	0	45	3
05	BM1601	Business Computing	2	.5	.5	45	3
06	BM1703	Basic Mathematics	2	1	0	45	3
Semester Total Credits							18

Semester-II

Sl. No.	Course Code	Subject	L	T	P	Total Contact Hours	Credits
01	BM1708	Managerial Oral Communication [Sessional]	0	0	3	45	3
02	BM1702	Business Statistics - I	2	1	0	45	3
03	BM1402	Business Economics - II	2.4	.6	0	45	3
04	BM1202	Cost & Management Accounting	2.4	.6	0	45	3
05	BM1706	Principles & Practice of Management	2	1	0	45	3
06	BM1302	Marketing Management-I	2	1	0	45	3
Semester Total Credits							18

Semester-III

Sl. No.	Course Code	Subject	L	T	P	Total Contact Hours	Credits
01	BM2701	Functional English	2	1	0	45	3
02	BM2201	Financial Management-I	2.4	.6	0	45	3
03	BM2703	Business Statistics-II	2	1	0	45	3
04	BM2401	Indian Economic Analysis	2.4	.6	0	45	3
05	BM2301	Marketing Management-II	1	1	1	45	3
06	BM2101	Organizational Behavior	2	1	0	45	3
Semester Total Credits							18

Semester-IV

Sl. No.	Course Code	Subject	L	T	P	Total Contact Hours	Credits
01	BM2708	Literary and Creative English	2	1	0	45	3
02	BM2704	Business Law	2	1	0	45	3
03	BM2202	Financial Management-II	2.4	.6	0	45	3
04	BM2602	Introduction to Management Information System	2	1	0	45	3
05	BM2706	Business Research Methodology	1.5	1	.5	45	3
06	BM2102	Human Resource Management	2	1	0	45	3
Semester Total Credits							18

Semester-V

Sl. No.	Course Code	Subject	L	T	P	Total Contact Hours	Credits
01	BM3701	Entrepreneurship	.75	1.25	1	45	3
02	BM3703	Business Demography and Environmental Studies	2	1	0	45	3
03	BM3201	Taxation	2.4	.6	0	45	3
04	BM3801	Production & Operations Management	2.5	.5	0	45	3
05	BMXXXX	Specialization-I	2	1	0	45	3
06	BMXXXX	Specialization-II	2	1	0	45	3
Semester Total Credits							18

Semester-VI

Sl. No.	Course Code	Subject	L	T	P	Total Contact Hours	Credits
01	BM3702	Business Policy	2	1	0	45	3
02	BM3602	E-Business Management	2	.5	.5	45	3
03	BM3708	Business Ethics	2	1	0	45	3
04	BM3706	Culture & Sociology	2	1	0	45	3
05	BMXXXX	Specialization-III	2	1	0	45	3
06	BMXXXX	Specialization-IV	2	1	0	45	3
Semester Total Credits							18
Grand Total							108

Note: XX indicates the area of specialization (Marketing, Finance, HRM, Operations or International Business) selected by the student.

SPECIALIZATION GROUPS & COURSES

Specialization is offered in 5th & 6th semesters of 3rd year of the program. The students are to choose any one of the following specializations. Each specialization group consists of four courses. A student has to compulsorily go for four courses in any specialization area.

Area: Marketing

Sl. No.	Course Code	Subject	L	T	P	Total Contact Hours	Credits
01	BM3301	Consumer Behavior	1	1	1	45	3
02	BM3303	Sales and Distribution Mgt.	1	.5	1.5	45	3
03	BM3302	Product and Brand Mgt.	1.5	.5	1	45	3
04	BM3304	Services Marketing	2	.5	.5	45	3

Area: Finance

Sl. No.	Course Code	Subject	L	T	P	Total Contact Hours	Credits
01	BM3205	Corporate Accounting	2.4	.6	0	45	3
02	BM3206	Financial Statement Analysis	2.4	.6	0	45	3
03	BM3203	Indian Financial System	2.4	.6	0	45	3
04	BM3202	Security Analysis & Portfolio Management	2.4	.6	0	45	3

Area: HRM

Sl. No.	Course Code	Subject	L	T	P	Total Contact Hours	Credits
01	BM3101	Performance Management	2	.5	.5	45	3
02	BM3103	Employee Relations	2	.5	.5	45	3
03	BM3102	Leadership in Organization	2	.5	.5	45	3
04	BM3104	Training & Development	2	.5	.5	45	3

Area: Operations

Sl. No.	Course Code	Subject	L	T	P	Total Contact Hours	Credits
01	BM3604	Supply Chain Management	2	.5	.5	45	3
02	BM3603	ERP Systems	2	.5	.5	45	3
03	BM3606	Data Analysis*	2	.5	.5	45	3
04	BM3607	Total Quality Management (TQM)	2	.5	.5	45	3

Area: International Business

Sl. No.	Course Code	Subject	L	T	P	Total Contact Hours	Credits
01	BM3106	International HRM	2	.5	.5	45	3
02	BM3305	International Marketing	2	.5	.5	45	3
03	BM3208	International Finance	2	.5	.5	45	3
04	BM3606	Data Analysis*	2	.5	.5	45	3

Area: Analytics

Sl. No.	Course Code	Subject	L	T	P	Total Contact Hours	Credits
01	BM3802	Business Analytics	2	.5	.5	45	3
02	BM3803	HR Analytics	2	.5	.5	45	3
03	BM3804	Marketing Analytics	2	.5	.5	45	3
04	BM3605	Data Mining	2	.5	.5	45	3

**Offered in both Operations & International Business Area*

SYLLABI

SEMESTER – I

BM1707: Managerial Written Communication

Introduction

It is crucial to know and be able to apply the basic principles of writing while preparing professional documents. In order to send clear and concise messages, one needs to be aware of the basic structures used in a language, word association, usage, etc. While communicating in English, one must be grammatically correct and at the same time coherent while structuring the ideas.

Intended Learning Outcomes

- To develop a strong foundation in English language
- To develop good vocabulary
- To avoid common errors and develop a sense of word association and correct usage
- To write correctly, clearly and concisely
- To prepare larger compositions such as paragraphs, essays, articles, etc.

Course Contents

- **Language Development:** Identifying the basic distinctions between English Language and the First Language; Fundamental Grammatical Structures and Functions (e.g. parts of speech, sentence types, Verb structures, Subject-Verb Agreement, Tenses, etc)
- **Vocabulary Development:** Extensive Vocabulary Learning, Knowledge of word order, word association and words which often confuse;
- **Aids to correct writing:** Conditionals, Gerunds and Participles, Voice change, Direct Indirect Speech, Common errors, etc.
- **Writing skills:** How to elicit, select, summarize information; note making and précis writing
- **Extended Writing:** Writing coherent paragraphs, articles, essays, etc.
- **Writing Effective Email:** The Dos and Donts of email writing
- **Business Letters and Memos:** The Language and Layouts of Business letters and memorandums

Text book

Title	Author(s)	Publisher	Edition
Oxford Guide to English Grammar	John Seely	OUP	3rd

Reference books

Title	Author(s)	Publisher	Edition
English Grammar in Use	Raymond Murphy	Cambridge publications	7th
High School English Grammar & Composition	Wren, P.C. & Martin, H., S.	Chand Publications	Regular Edition

BM1401: Business Economics - I

Introduction

To enable students understand the basic concepts of microeconomics, and their influences in the decision-making process of individual consumers, groups of consumers, and firms.

Intended Learning Outcomes

The students can learn the following after completion of the course:

- What are the micro economic indicators for analysis?
- How to do the utility analysis?
- Consumer behavior and utility analysis
- Product pricing determination
- Types of the market and consumer behavior

Course Contents

- **Introduction:** Introduction to Economics, Micro and Macro Economics, Nature and Scope of Micro Economics,
- **Demand Supply and Market Equilibrium:** Demand and Supply Analysis, Determinants of Demand and Supply, Market Equilibrium
- **Elasticity of Demand and Supply:** Price and Income Elasticity of Demand and its Determinants, Cross price elasticity, Elasticity of Supply and its Determinants
- **Theory of Consumer Behavior:** Marginal Utility Analysis, Indifference Curve Theory, Analysis of Consumer Behavior and Consumer Equilibrium
- **Theory of Production:** Factors of Production, Production Function, Laws of Returns- Law of Variable Proportions and Laws of Returns to Scale, Cost Analysis
- **Pricing under different types of competition:** Monopoly, Perfect and Monopolistic competition;

Text Books

Title	Author(s)	Publisher	Edition
Micro Economics	William A. Mceachern & Simrit Kaur	Cengage	Latest
Managerial Economics	Geetika, Piyali Ghosh, Purba Roy Choudhary	McGraw-Hill	Latest

Reference Books

Title	Author(s)	Publisher	Edition
Microeconomics: Theory and applications	D. N. Dwivedi	Pearson	Latest
Principles of Economics	Daviga Vengadaslam & Karunagaran Madhavan	Oxford	Latest

BM1201: Financial Accounting

Introduction

Any business organization works with a basic objective of earning profit. It may generate profit or make loss. This result should come out without any confusion in relation to the amount. The accounting rules and principles are there to provide a fair and correct result for a given period and the state of condition on a particular day and time. The objective of the course is to sensitize each and every student of the program to understand the importance of accounting for a business and for the businessman. The investors, the government, the banks, the creditors, everyone those who have stake in the business would like to know the performance of the firm or organization. They are equally would like to see that utmost transparency and fairness maintained in relation to the accounting data.

This course will cover the basic principles of accounting, Accounting concepts and conventions, Accounting standard, IFRS(brief introduction), accounting of income, expenses, assets and liabilities, Accounting equation, journal-ledger-trial balance, Cash Book, Bank Reconciliation statement, Final account, Income statement, Balance sheet, Cash flow statement, Reading of Company Financial Statement.

Intended Learning Outcomes

- To understand the basic concepts of accounting
- To know the ways to maintain the accounting books and records
- To understand the way books are closed and year end accounting and financial statements are prepared.
- To internalize nitty-gritties of accounting work.
- To learn the skill to prepare final account and find out the profit of the organisation
- To develop the understanding Company financial statement

Course Contents

- **Unit-I: Accounting process and transaction analysis**
- Accounting information system, financial accounting information and their needs; accounting functions; branches of accounting; basis of accounting; cash basis and accrual basis.

- Financial accounting principles; accounting equation; journal, ledger, preparation of trial balance
- **Unit-II: Cash Book and Bank Reconciliation statement**
- Cash book, Double and Triple column Cash book, Preparation of Bank reconciliation statement, Capital and revenue expenditures and receipts.
- **Unit-III:** Preparation of financial statements of Sole Trade and Partnership Business with adjustments. Opening and closing journal entries.
- **Unit-IV:** Cash flow statement, Operating activities, Financing activities, Investing activities, Companies Annual reports, Income statement and Balance sheet as per Companies Act, 2013 (Only reading of the contents)

Text Book

Title	Author(s)	Publisher	Edition
Financial Accounting For Management	Ramachandran & Kakani	McGraw-Hill	Financial Accounting For Management

Reference Books

Title	Author(s)	Publisher	Edition
Basic Financial Accounting for Management	Paresh Shah	Oxford University Press	Latest
An Introduction to Accounting	S N Maheswari and S K Maheswari,	Vikas	Latest
Modern Accountancy Volume-1	A Mukherjee and M Hanif	TMH	Latest

BM1705: Psychology

Course Objectives

To familiarize students with the concepts and theories underlying human behavior and broaden their understanding of self and others.

Intended Learning Outcomes

- To learn different perspectives of psychology and the basic concepts.
- To understand the different theories and antecedents of human behavior
- To apply the theories and concepts of psychology to understand everyday life situations and in organizational context.
- To explain human behavior based on the theories and concepts of psychology.
- To critically evaluate a situation/context based on the theories and vice versa.
- To develop/create solutions to social problems based on their learning in psychology.

Course Contents

- **Psychology:** Definition and its Evolution; Structuralism, Functionalism and Behaviorism; key perspectives; Psychology and Diversity; Evolutionary Psychology
- **Biological bases of behavior:** Neurons – basic structure and function; Nervous system; Basic understanding of brain functions; Heredity and Behavior
- **Human Development:** Basic Concepts – Childhood, Adolescence. Adulthood and Aging
- **Sensation and Perception:** Human sensory processes; Absolute threshold, Differential threshold, Subliminal perception, Priming, Sensory adaptation, Signal detection theory. Application of sensory processes in management, Perception and the organizing principles, constancies and illusions

- **Learning:** Classical conditioning; Operant Conditioning; Observational Learning; Application of learning theories in management.
- **Memory:** The Atkinson and Shiffrin Model; Neural networks models; Forgetting; Memory in everyday life
- **Cognition:** Thinking – Basic elements of thought: Concepts, Propositions, Images; Making Decisions; Problem Solving; Language and Thought, Social cognitive models.
- **Emotions:** Nature, Expression and Impact
- **Attitude:** Basic components; attitude formation and change; theory of reasoned action and planned behaviour.
- **Motivation:** Nature; Some Major Perspectives; basic motivations: hunger and aggression.
- **Intelligence:** Nature; Gardner’s Theory of Multiple Intelligences; Sternberg’s Triarchic Theory; Cattell’s Theory of Fluid and Crystallized Intelligence; Emotional Intelligence; Creativity
- **Personality:** The Psychoanalytic Approach; Humanistic Theories; Trait Theories, personality disorders.
- **Health Psychology:** Understanding Health, Stress and Coping, health belief model.

Text Book

Title	Author(s)	Publisher	Edition
Psychology; Indian Subcontinent Edition	Baron, Robert A & Misra, Girishwar	Pearson	Latest

Reference Book

Title	Author(s)	Publisher	Edition
Introduction to Psychology	Morgan, King, Weisz and Schopler	McGraw-Hill	Latest

BM1601: Business Computing

Course Objectives

To introduce the students to the basics of computer and its importance & application in business management. The course also aims to give them a broad understanding of the different aspects of IT and its applicability. The course deals with the latest concepts of IT and ICT.

Intended Learning Outcomes

- To make students understand and realize how a computer works, the types and operations
- Understanding different types of memory and their usage.
- Understanding of the various data types and operating systems and their operations
- Understand the concept of scheduling and able to analyze scheduling algorithms.
- Understand the concept of e-Business and apply them on real time scenarios
- Understand the importance of cyber security and control and risks
- Analyze different forms of digital payment and their applicability

Course Contents

- **Computer:** History, Generations, Classification, Importance, Characteristics, Operating Systems, Operations
- **Memory** – Types, Internal and external, Components and Configuration
- **Operating Systems and Flow** – Requirement, Working, classification, types of software's, Types of PL, Algorithm and Flow charts
- **Process and Scheduling** – Process states and flow, PCB, Scheduling algorithms
- **Databases** – Types, ACID, Transactions and operations
- **Internet:** World Wide Web & Electronic Mail
- **E Business** – Introduction, Business models and Revenue models
- **Cyber Security:** Computer Security, Internet Security
- **Digital Payment** – types, need and threat

Text Book:

Title	Author(s)	Publisher	Edition
Computer Application in Business	Sudalaimuthu, S & Anthony Raj	Himalaya	2 nd

Reference Books:

Title	Author(s)	Publisher	Edition
Computer Fundamentals	Goel, A	Pearson	Latest
Fundamentals of IT	Deepak Bharihoke		
By Understanding Computers: Today and Tomorrow	D. Morrley; C S Parker		

BM1703: Basic Mathematics**Course Objectives**

To equip students with a broad based knowledge of mathematics with emphasis on business applications

Intended Learning Outcomes

- To demonstrate mastery of mathematical concepts that are foundational in business mathematics, including functions and their mappings, linear systems and their solutions, and their applications.
- To apply the principles of simple interest and compound interest to solve relevant problems in financial applications such as annuities, loans and mortgages, bonds and sinking funds, and investment decisions.
- To use mathematical ideas to model real-world problems. Be able to communicate mathematical ideas with others.
- To understand fundamentals of mathematical in the real world applications as well as other related subjects.

Course Contents

- **Number Systems:** Elementary Ideas on Number Systems
- **Interest and Annuities:** Simple and Compound Interests, Discount and Annuities
- **Elements of Algebra:** Solving Simultaneous Equations and Quadratic Equations, Progression (AP, GP, HP).
- **Set Theory:** Basic concepts, types, operations on sets, Venn Diagrams
- **Matrices and Determinants:** Algebraic Operations on Matrices and Determinants;
- **Functions and Relations:** Terminologies, Types, Graphical / geometric representation of functions
- **Differential and Integral Calculus:** Limits and continuity, Differentiation & integration (elementary knowledge only, trigonometric functions to be excluded), Maxima and minima.
- **Theory of Indices and Logarithms**

Text Book:

Title	Author(s)	Publisher	Edition
Business Mathematics	M. Wilson	Himalaya	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Business Mathematics	Rajagopalan & Sattanathan	McGraw-Hill	Latest
Business Mathematics	D R Agarwal	Vrinda	Latest

SEMESTER – II

BM1707: Managerial Oral Communication [Sessional]

Introduction

Competencies in Oral English is the need of the hour. One should have exposure to public speaking and through numerous practice sessions one has to continuously improve one's speaking skill. Speaking clearly, correctly and confidently is desirable at the workplace and beyond.

Intended Learning Outcomes

- To develop a strong foundation in the Phonetics of English language (sounds of English).
- To avoid common errors in Pronunciation
- To generate ideas on a given topic and structure those ideas
- To speak correctly, clearly and concisely.
- To maintain required loudness and clarity while speaking at Virtual platforms.

Course Contents

- **Language Development:** Identifying problem sounds: the basic distinctions between sounds of English and those in the First Language; Fundamentals of English Phonetics (e.g. Pure vowels, Diphthongs, Fricatives, Stop consonants, Gliding consonants, Nasal consonants, etc.)
- **Vocabulary Development:** Converting Word power into Vocabulary through practice;
- **Aids to correct speaking:** Watching grammar in use, recording speeches, checking pronunciation errors and other flaws in delivery
- **Public Speaking skills:** The four basic speech delivery techniques; techniques of generating and structuring ideas; JAMs, Turncoats, Solo and Group presentations
- **Importance Non-Verbal Dimensions:** Kinesics, Proxemics and Paralanguage
- **Virtual Oral Communication:** Panel Discussions: Role of a moderator; role of a panelist, Facing Virtual Interviews; Launching YouTube Channel and uploading videos

Text Book:

Title	Author(s)	Publisher	Edition
Speaking Effectively: Developing Speaking Skills for Business English	Jeremy Comfort, Pamela Rogerson, et al	CUP	Indian Edition

Reference Books:

Title	Author(s)	Publisher	Edition
Better English Pronunciation	J. D. O'Conner	CUP	Cambridge Low-price edition
The Art of Public Speaking	Dale Carnegie & J. Bergesenwein	General Press	1st
TED Talks: The official TED guide to public speaking: Tips and tricks for giving unforgettable speeches and presentations	Chris Anderson	Nicholas Brealey Publishing	1st

BM1702: Business Statistics –I**Course Objectives**

To introduce students to the principles of statistics and its applications in business management

Intended Learning Outcome

- To develop the students ability to deal with numerical and quantitative issues in business.
- To enable the use of statistical, graphical and algebraic techniques wherever relevant.

- To have a proper understanding of Statistical applications in Economics and Management.
- To summarize and analyze statistical data to solve practical business related problems.
- To interpret the relevance of statistical findings for business problem solving and decision making.

Course Contents

- **Introduction to Statistics:** Classification of Data, Presentation of Data: Graphic & Tabulation.
- **Measures of Central Tendency:** Mean, Median, Arithmetic, Geometric and Harmonic mean, Quartiles, Deciles, and Percentiles.
- **Measures of Dispersion:** Range, Mean dev., Quartile Dev, Standard dev, Variance, co-variance. Measures of skewness, Concepts of kurtosis;
- **Probability:** Theory, Laws and Applications, Conditional Probability, Inverse probability (Applications of Bayes' theorem) Sampling Methods & Sampling Distribution,

Text Book:

Title	Author(s)	Publisher	Edition
Fundamentals of Statistics	S.C Gupta	Himalaya	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Business Statistics	G.C. Beri	McGraw-Hill	Latest
Business Statistics: A first course by Levine	D.M. and Krehbiel Timothy C	Pearson	Latest

BM1402: Business Economics - II

Course Objectives

To develop an understanding on various macroeconomic concepts and application of those concepts in the process of business decision making in macroeconomic environment.

Intended Learning Outcomes

Students can learn the following:

- What are the macroeconomic indicators for analysis?
- How to measure the economic indicators?
- How to analyze the monetary policy?
- Importance of fiscal and monetary policy

Course Contents

- **Introduction to Macroeconomics:** Nature and Scope of Macroeconomic study, Output and expenditure flows in a simple economy, Macroeconomic variables
- **Measuring Economic Activity:** Measuring National Income, Aggregate Demand and Aggregate Supply,
- **Macro Market Analysis:** Income and Employment, Keynes Approach, Consumption function, Investment function, Relationship between Saving and Consumption, Investment and Growth.
- **Equilibrium of real and monetary sectors:** The demand for money and supply of money, IS-LM Model and Analysis, Equilibrium of IS-LM curve, Money, Interest and Inflation;
- **International Linkages:** Balance of Payment, Balance of Trade and Exchange Rate Adjustment.
- **Macroeconomic Policy:** Fiscal Policy and Monetary Policy.

Text Book:

Title	Author(s)	Publisher	Edition
Macro Economic Theory & Policy	D N Dwivedi	McGraw-Hill	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Business Economics	Ahuja, H L., S Chand & Co.		Latest
Business Economics	Bhatia, Puneet	Taxmann	Latest

BM1202: Cost & Management Accounting

Introduction

The cost and management accounting is a subject intended to acquaint students with cost accounting concepts and its application in managerial decision makings. This course will train the students with tools and techniques of cost accounting. It covers basic cost concepts, preparation of cost sheet, collection of direct (Material and labour) and indirect cost (overhead distribution and absorption). It teaches the students to use the cost data for various short term operation decision making. After the completing the course the students will be able to use cost information for various decision making and also able to control cost.

Intended Learning Outcomes

- To develop the understanding of basic cost concepts
- To collect and identify the cost with cost object
- To calculate and estimate the cost of product using different costing methods
- To analyze the costing information for decision making
- To develop the skill to control cost
- To apply the concept in various day to day as well as long term decision dilemmas.

Course Contents

- **Unit-1: Cost Accounting Scope:** Introduction to cost Accounting: Meaning, concept, scope, objectives, principles, importance, limitations of cost accounting, methods and techniques of costing, cost concepts, Cost sheet, job costing.

- **Unit-II: Material Management and control:** Accounting for material: concept and technique of accounting for material, methods of pricing of materials issues- FIFO, LIFO, Weighted, Simple Average, Techniques of material control- level setting, Economic Order Quantity, ABC Analysis and Perpetual inventory system.
- **Unit-III: Labour and Overhead management and control :** Accounting for labour cost, control procedure, labour turnover, idle time, overtime, methods of wage payment and the incentive schemes- Halsey, Rowan, Taylor's differential piece rate, Emerson's plan.
- Overhead allocation, reapportionment, absorption, treatment of under and over absorption of overhead
- **Unit-IV: Activity based costing and process costing:** Activity based costing, cost pool and cost driver, process costing and accounting treatment of normal loss, abnormal loss, and abnormal gain
- **Unit-V: Marginal Costing and Budget:** Marginal Costing, cost-volume-profit analysis, break-even point analysis, Types of Budget, preparation of sales, purchase, material and cash budget.

Text Book:

Title	Author(s)	Publisher	Edition
Cost Accounting	Jain and Narang	Kalyani Publisher	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Cost Accounting	Jawahar Lal & Seema Srivastav	Mcgraw Hill	Latest
Cost Accounting Principles and Practice,	M N Arora,	Vikas	Latest
Students guide to Cost and Management Accounting	Ravi M Kishore	Taxman	Latest

BM1706: Principles & Practices of Management

Introduction

A principle is a fundamental truth, or what is believed to be truth at a given time. A theory is a systematic grouping of inter-related principles. It ties together, as it were, individual principles to give a meaningful framework of scientific knowledge. Management theory can be explained by looking at management as a process of decision making governing the actions of people, in allocating resources to the fulfillment of known objectives, and with optimum effect. All the essential features of the notion of management are contained in this statement of theory, as also are all the factors that contribute to successful management practice. The aim of this course is to provide students with a detailed understanding of the associated principles and theory.

Intended Learning Outcomes

- To understand the evolution of management thoughts, management processes management functions and management skills.
- To apply the learned concepts
- To analyze business contexts
- To evaluate generated alternatives
- To create perspectives for business contexts

Course Contents

- **Evolution of management thought:** Universal process approach - Henri Fayol; Operational approach - Frederick W. Taylor; Quality improvement ideas from W. Edwards Deming and others; Human relations movement; Open-system thinking to management; Contingency perspective, Management by best seller
- **Management processes:** Changing environment, achieving organization objectives, working with and through others, getting the most out of limited resources, balancing efficiency and effectiveness.
- **Management functions:** Planning, decision making, organizing, staffing, communicating, motivating, leading and controlling.
- **Management skills:** Technical skills, team-building skills and drive.
- **Acquiring the ability to manage:** Theory → acquiring the ability to manage ← Practice.

Text Book:

Title	Author(s)	Publisher	Edition
Principles of Management	NiruVasisth	Taxmann	4th

Reference Books:

Title	Author(s)	Publisher	Edition
Practice of Management by, BH	Peter Drucker	Harper Business	Reissue edition (3 October 2006)
Principles of Management by	Hill, & McShane	McGraw-Hill	McGraw Hill Education (1 July 2017)
Essential of Management By	Harold Koontz & Heinz Weihrich	McGraw Hill Education	9 th , 2012
Management	Robert Kreitner	Biztantra	2008

BM1302 : Marketing Management-I**Course Objective**

The course would provide an understanding of the basic concepts, philosophies, processes and techniques of managing marketing operations of the organization with a greater emphasis on the process of value creation for customers.

Intended Learning Outcomes

- To define Marketing, Markets and their types and Understand the core concepts of marketing
- To understand and apply the strategic frameworks in developing a marketing plan
- To understand consumer buying behavior and the theories Application of Consumer behavior in real life marketing and using analytics to uncover such behaviors
- To apply Segmentation and Targeting to craft the marketing positioning

Course Contents

- **Introduction to Marketing:** Why Marketing? Objectives and Definitions of marketing, Orientations to the market – Concepts, , Fundamental Marketing concepts: Needs, Wants, Demand, and other essential fundamental concepts, The Marketing Mix elements, Decision making – SWOT and BCG matrix
- **Marketing Environment:** Macro Environment - components, Micro Environment – components, Differences between the two. Importance of environment scanning.
- **Consumer Buying Behavior:** Consumer decision Processes - What influences Consumer Behavior? Key Psychological Processes, Buying roles, Consumer decision making Process, Business Market vs. Consumer Market, Stages in Buying Process
- **Introduction to Marketing Research:** Why Marketing Research? Types of MR, Quantitative and qualitative, The Marketing Research process
- **Segmentation, Targeting, Positioning:** Levels of Segmentation, Basis for Segmentation and methods, Segmentation Criteria and evaluation of Segments, Selection of Target Segment, Product differentiation, Differentiation strategies, Positioning stances, positioning strategies
- **Contemporary Issues in Marketing:** New trends in marketing, Consumerism, Rural Marketing, Social Marketing, Digital Marketing, Green Marketing

Text Book:

Title	Author(s)	Publisher	Edition
Principles of Marketing	Kotler, Armstrong, Agnihotri, and Haque	Pearson	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
M M – A South Asian Perspective	Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham, Mithileshwar, Jha	Pearson	Latest
Marketing	Paul Bains, Chirs Fill, Kelly Page & Piyush K. Sinha	Oxford University Press	Latest

SEMESTER – III

BM2701: Functional English

Area(s) of concentration: Technical Communication

Introduction

It is important to make use of technical applications while delivering professional messages in English. Various Computer Applications can be used to make written drafts and oral presentations more effective in a particular business context

Intended Learning Outcomes

- To be competent in using MSWord, MSPowerpoint and MSSway
- To be competent in using applications like Canva, Prezi, MSWhiteboard
- To design posters, brochures, visiting cards, certificates, etc.
- To write the content of posters, brochures, visiting cards, certificates, etc. in correct English and accepted formats.
- To write project proposals, research papers and Project reports.

Course Contents

- **Introduction Business Communication:** Basic forms of communicating; Communication models and processes; Effective communication; Theories of communication; Significance of Audience Analysis.
- **Effective Reading:** Understanding business-related correspondences; Comprehension of factual material; Interpreting Visual Information: Tables, Graphs, Charts; Speed Reading
- **Listening:** Business-related Conversations; Exercises, Effective Listening: Principles of effective listening; Factors affecting listening exercises
- **MSOffice Applications:**MSWord, MSPowerpoint, MSSway
- **Useful Technical Applications:**Canva, Prezi, MSWhiteboard
- **Drafting:**The Language and style of professional documents: Agenda, Minutes, Posters, Brochures, Visiting Cards, Certificates, etc.
- **Writing reports and proposals:** Project Proposal, research papers, internship reports, Sales Reports, etc.

Text Book:

Title	Author(s)	Publisher	Edition
Basic Business Communication	Lesikar and Flatley	Tata McGraw-Hill	11th

Reference Books:

Title	Author(s)	Publisher	Edition
Contemporary Business Communication	Scot Ober	Biztantra	7th

BM2201: Financial Management-I

Introduction

Financial management I is an introductory course in finance area. This course includes the basic concepts of finance like the first principles, financial environment, time value of money, risk and return, investment evaluation estimated, etc. The other topics are covered in Financial Management II in the next semester.

Intended Learning Outcomes

On completion of this course, the students should develop an understanding of:

- How first principles of finance works?
- What is the overview of the financial environment?
- What is the worth of time value of money in financial decision making?
- What is the risk and return perspective in finance?
- The basic understanding of the long term investment evaluation techniques.
- The importance of leverage in finance.

Course Contents

- **Introduction to Finance and Financial Management:** Financial management functions; role of a CFO, Wealth Vs Profit maximization principles; agency theory.

- **Financial System:** Overview of Indian Financial System – Financial Intermediaries, Financial Markets, Financial Instruments and Regulators of the Financial System.
- **Time value of money:** Importance of Time value of money in financial decision making; Present value, Future value, Annuity estimations using excel; Loan amortization using excel.
- **Risk and Return:** Concept of Risk and Return; Measurement of historical and expected return; Measurement of risk; Portfolio risk and return.
- **Long-term Investment Decision:** Capital budgeting concepts; Methods of investment evaluation – NPV, IRR, BCR and other methods.
- **Cost of Capital Estimation:** Cost of capital concepts; measurement of component costs, cost of capital – WACC estimation
- **Leverage:** Operating and Financial leverage; Combined leverage; EBIT – EPS relationship

Text Book:

Title	Author(s)	Publisher	Edition
Essentials of Financial Management	I M Pandey	Vikas	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Corporate Finance: Theory and Practice	Damodaran	Wiley	Latest
Principles of Corporate Finance	Brealey, Myers and Allan	McGraw Hill	Latest
Fundamentals of Financial Management	Dr. R P Rustagi	Taxmann	Latest

BM2703 : Business Statistics-II

Course Objectives

To familiarize students with statistical analysis methods and its application in business decision-making

Intended Learning Outcomes

- To enable the use of statistical, graphical and algebraic techniques wherever relevant.
- To have a proper understanding of Statistical applications in Economics and Management.
- To summarize and analyze statistical data to solve practical business related problems.
- To interpret the relevance of statistical findings for business problem solving and decision making.
- To apply technology to statistical analysis and problem solving.
- To frame problems using multiple mathematical and statistical representations of relevant structures and relationships and solve using standard techniques.

Course Contents

- **Statistical distributions:** Binomial, Poisson, Normal distribution, Central Limit Theorem
- **Estimation:** Introduction, Point Estimates, Interval Estimates, Confidence Intervals confidence interval,
- **Concepts of Testing Hypothesis:** Type-I and type-II error, t-test, large sample (z) test; Chi-square Distribution,
- **Correlation and Regression Analysis:** Correlation and Causation, Types of Correlation, Simple Correlation and Regression Analysis, Correlation vs. Regression
- **Others:** Analysis of Variance, Non-parametric tests, Elements Decision Theory

Text Book:

Title	Author(s)	Publisher	Edition
Business Statistics	J. K Sharma	Vikas	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Statistics for Management	T N Srivastava	TMH	Latest
Statistics	P.N. Arora & S Arora, S Chand		Latest

BM2401: Indian Economic Analysis

Course Objectives

To develop an in-depth understanding of Indian economy and its different facets

Intended Learning Outcomes

After completion of the course, students can comprehend the following:

- What are the economic indicators for evaluation?
- How the economic reforms work?
- What are the economic policies for growth?
- How the sectoral performances are analyzed?

Course Contents

- **Introduction to Indian Economy**-Growth and Development, economic performance indicators with latest figures, nature of Indian economy in compared to other developed and developing economies
- **Key Issues in Different Sectors:** Issues in Indian Agriculture, Industrial development in India, Role of Services sector in India's growth. Performance of different sectors in the economy in last decade
- **India's foreign trade:** trade policy of India; major trade partners, Value, Composition and direction, Managing India's Balance of Payments,

- **Policy Instruments:** economic and monetary policies in India- Union Budget as an instrument of Fiscal Policy, Role of RBI and instruments of Monetary Control in India, Monetary Policy and Inflation in India
- **Economic reforms experience:** liberalization & globalization impact on Indian economy, other latest reform measures taken for better economic performance

Text Book:

Title	Author(s)	Publisher	Edition
Indian Economic Analysis	Mishra & Puri	Himalaya	Latest

Reference Book:

Title	Author(s)	Publisher	Edition
Indian Economic Analysis	Dutta & Sundaram	S.Chand	Latest

BM2301: Marketing Management-II

Course Objectives

A take-off from Marketing Management-I, the course develops concepts and skills necessary for marketing decision-making and illustrates how various decision-making tools apply to actual business situations. The course will provide ample illustrations and demonstrations of concepts through suitable examples and experiments within the class. It will enable students to understand the vital elements which constitute an effective and powerful marketing strategy.

Intended Learning Outcomes

- To understand the concept of Customer Relationship Management, Customer Lifetime Value
- To understand Marketing Mix and be able to design appropriate marketing mix
- To create appropriate pricing by applying pricing models

- To evaluate the use of different channels of distribution by existing businesses
- To create guidelines for advertising and communication
- To craft persuasive copy with compelling graphics for advertisements
- To explain concepts of Brand Strategy, Brand Equity and Brand Management and to detail various competitive strategies

Course Contents

- **Product Management:** Concept of product, types of product, product classifications, levels of product, Product Mix, Product Life Cycle and its management, New Product Development
- **Designing and Managing Services:** Concept and Importance of service, Difference between service and goods, Assessment, Evaluation of services, Components of Service quality, Gap Model, Types of services, Product strategies for services, Service mix, Relationship Marketing, Internal marketing
- **Brand Management:** What is a brand, role and functions of brand, Value Proposition, Brand positioning, Concept of Brand Equity, Brand strategies
- **Pricing:** Consumer Psychology and Pricing, bases for pricing, Pricing Objectives, Pricing methods
- **Distribution Channels and Value Networks:** What are distribution channels, What are Value Networks, Channel Management, role and function of channel members, Channel Conflict, Channel Integration
- **Retailing and Wholesaling:** Retailing and Wholesaling, differentiation and importance of both, formats for retail
- **Promotion Mix and Marketing Communications:** What is marketing communications, Tools of Communication, Optimization of Promotion Mix, Integrated Marketing Communications
- **Competitive Marketing Strategy:** Competitive Forces, Identifying Competitors, Analyzing competitors and Building effective Marketing strategies

Text Book:

Title	Author(s)	Publisher	Edition
Principles of Marketing	Philip Kotler, Gary Armstrong, Prafulla Agnihotri	Pearson	17 th

Reference Books:

Title	Author(s)	Publisher	Edition
Marketing Management – A South Asian Perspective	Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham, Mithileshwar, Jha	Pearson	Latest
Essentials of Marketing	Paul Bains, Chirs Fill, Kelly Page & Piyush K. Sinha	Oxford	Latest

BM2101: Organizational Behavior

Course Objectives

Developing and shaping students' knowledge and understanding to deal with human problems of management. Making students appreciate and understand the process of group formation, dynamics, functions, and its effective management. Making the students know the basic concepts of negotiations, organization structure and culture. At the same time, they should know the basic concepts of organizational power, politics and impact of communication.

Intended Learning Outcomes

After completion of the course, a student will be able to:

- Analyze and understand the various theories of Organizational behavior and their effective application in the work sphere.
- Understand Individual and the group dynamics at the micro and macro level.
- Utilize most effectively the basic concept of organizational power and politics.
- Use communication tools to achieve power presence.

Course Contents

- **Introduction to OB:** Nature and Scope of OB, Evolution and importance, Theoretical Framework and Model of OB

- **Foundations of individual behavior-** Values, attitudes and job satisfaction; Personality and emotions; Perception and individual decision making.
- **Group Dynamics:** Evolution and importance of OB Theories in understanding Group behavior at work; Understanding work teams; Motivation; Understanding group formation and group behavior; Group and Organizational decision making; Organizational communications; Leadership.
- **Organizational Power and Politics:** Nature of organizational politics, Introduction to Power Authority and Influence, Negotiation Process
- **Organizational Culture and Change:** Resistance to Change, Managing and Implementing Change
- **Organizational Conflict:** Types and Stages of Conflict, Management of Conflict
- **Organization Structure & Design:** Emerging Organizational Dynamics.

Text Book:

Title	Author(s)	Publisher	Edition
Essentials of Organizational Behavior	Stephen P. Robbins	Pearson	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Organizational Behavior	Uma Sekharan	McGraw-Hill	Latest

SEMESTER – IV

BM2708: Literary and Creative English

Area(s) of concentration: Literature

Introduction

A study in literary and creative English is designed to get you reading books, analyzing theories, critiquing prose and verse, and taking a more critical look at the signs and words surrounding us every day. The aim is to get students thinking creatively and analytically about the English language. As literature is an art or artistic creation that uses means of expression through language, it encourages exploration of the interrelations of literature with other kinds of cultural objects, such as films, digital media and the visual arts.

Apart from advanced knowledge of literary studies, students will expand their creativity and communication skills. The study of literature provides general knowledge in many fields of interest, enabling analytical thinking of students and developing their ability to make solid arguments on any given subject.

Intended Learning Outcomes

- To retrieve, recognize and recall relevant knowledge of literary English.
- To construct meaning from oral, written, and graphic messages through interpreting, exemplifying, classifying, summarizing, inferring, comparing and explaining
- To use the basic tenets of literary and creative English in speaking and writing contemporary and communicative English
- To evaluate and make judgments based on criteria and standards through checking and critiquing
- To put elements together to form a coherent or functional idea and present it before an audience

Course Contents

- An Astrologer's Day: Introduction to the author; plot; characters; appreciation and critical analysis

- Araby: Introduction to the author; plot; characters; appreciation and critical analysis
- The Necklace: Introduction to the author; plot; characters; appreciation and critical analysis
- Manihara: Introduction to the author; plot; characters; appreciation and critical analysis
- Steve Jobs: recalling relevant knowledge: Introduction to the author; appreciation and critical analysis
- Small Giants: Companies that choose to be great instead of big: Introduction to the author; appreciation and critical analysis

Text Books:

Title	Author(s)	Publisher	Edition
Steve Jobs: The Exclusive Biography	Walter Isaacson	Simon & Schuster	24 October 2011
Small Giants: Companies that choose to be great instead of big	Bo Burlingham	Portfolio	Updated edition (27 March 2007)
Soft copies of the following short stories will be provided through the intranet:			
1. An Astrologer's Day by R K Narayan			
2. Araby by James Joyce			
3. The Necklace by Guy de Maupassant			
4. Manihara by Rabindranath Tagore			

Reference Books:

Title	Author(s)	Publisher	Edition
100 World's Greatest Short Stories: Collectable Edition	Various	Fingerprint! Publishing	1 February 2019
India's Greatest Short Stories	Various	Grapevine India	10 September 2018

BM2704: Business Law

Introduction

Law is a fundamental part of business and business has always been intertwined with the law and legal regulations. Business Law governs the world of commerce. Business Law aims to actualize good governance and protect the interests of the stakeholders and the beneficiaries of law. For management students' specific laws have been identified to familiarize the students with the statutory provisions of the law; the governing principles; art of interpretations to enhance their decision-making capabilities. Business students who study the interaction of law and business can anticipate the legal needs of their companies and comprehend how laws and regulations can impact businesses in both positive and negative ways.

Intended Learning Outcomes

- The general Introduction on law is expected to familiarize the students about the significance of Indian legal mechanism and its applied aspects
- The overview of Laws of contract will appraise the basic governing principles and interpretations of contractual terms.
- The Law relating to sale of goods are expected to define the legal relationship between Buyer and Seller as well as other stakeholders.
- Laws relating to Negotiable Instruments will apprise Inland Instruments, Foreign Instruments, Bank and Finance companies.
- Indian Partnership Act is expected to orient the students regarding legal relationship between the partners of contract, their rights and liabilities as well as sharing of profits of business and trade.
- Company Law will familiarize the students regarding formation, management and rights and liabilities of shareholders and the role of the Government as a beneficial intervener.

Course Contents

- **Law:** Meaning of law, its significance and relevance to modern civilized society; sources of law.
- **Laws relating to Contract- An Overview:** Contract – meaning; essentials of a valid contract; nature of contract; performance of contract; termination and discharge of contract; indemnity and guarantee; bailment and pledge; law of agency.
- **Law relating to sale of goods- An Overview:** Essentials of a contract of sale; sale distinguished from agreement to sell, bailment, contract for work and labour and hire –purchase ; conditions and warranties; transfer of title

by non-owners ; doctrine of caveat emptor; performance of the contract of sale; unpaid seller- his rights against the goods and the buyer.

- **Laws relating to Negotiable Instruments- An Overview:** Definition of a negotiable instrument; instruments negotiable by law and by custom; types of negotiable instruments ;parties to a negotiable instrument-duties, rights , liabilities and discharge; material alternation; crossing of cheques; payment and collection of cheques and demand drafts ; presumption of law as to negotiable instruments.
- **Laws relating to Partnership- An Overview:** Nature of partnership and certain similar organization- co-ownership, Joint Hindu Family; partnership deed; rights and liabilities of partners including those of newly admitted partners, retiring and deceased partners; implied authority of partners and its scope; registration of firms; dissolution of firms and of partnership.
- **Elements of Company Law-** Meaning and nature of company; promotion and incorporation of a company; familiarization with the concept of Board of Directors, shareholders and company meetings; Company Secretary.

Text Book:

Title	Author(s)	Publisher	Edition
Business Law	P.C. Tulsian & Bharat Tulsian	McGraw-Hill Education	4 th Edition, 2020

Reference Books:

Title	Author(s)	Publisher	Edition
Taxmann's Business Laws	Sushma Arora	Taxmann Publications Private Limited. India	6th Edition 20-21
Legal Aspects of Business	Rashmi Aggarwal and Rajinder Kaur	Pearson Education, India	2020
Elements of Mercantile Law	N. D Kapoor	Sultan Chand & Sons	38 th Edition, 2020
Business Law	D. Chandra Bose	PHI	2 nd Edition, 2019

BM2202: Financial Management-II

Introduction

Financial Management II is an extension of Financial Management I course. This course includes the Financing principles, Working capital management principles, Dividend decision principles and other contemporary topics related to finance area in the corporate context.

Intended Learning Outcomes

On completion of this course, the students should have an understanding of:

- What are the different aspects of working capital management?
- What are the different short and long term financing options available?
- How firm decides between debt and equity?
- How firm decides dividend payments?
- What are the emerging areas in finance?

Course Contents

- **Long Term Investment Decision:** Capital budgeting and risk analysis-methods of risk analysis including simulation, sensitive and decision tree, NPV-IRR comparison
- **Financing Decision:** Capital Structure Decision; Theories in Capital Structure, sources of long term financing, cost of capital and financing, investment and financing decision linkage
- **Dividend Decision:** Types of Dividends- stock split, bonus issues, dividend policies of the companies, dividend policy theories
- **Working Capital Management:** Working Capital Concepts, Operating Cycle, Estimation of working capital; Analysis of Firms based on Working capital; inventory, receivable, payable and cash management techniques
- **Working capital financing:** Sources of Short-term Financing- trade credit, cash credit, and other short term bank credit including factoring, Commercial paper and others.
- **Other Contemporary Topics in Financial Management:** Merger and acquisition, sustainability and financial management practices and other developments

Text Book:

Title	Author(s)	Publisher	Edition
Essentials of Financial Management	I M Pandey	Vikas	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Corporate Finance: Theory and Practice Management	Damodaran	Wiley	Latest
Principles of Corporate Finance	Brealey, Myers and Allan	McGraw Hill	Latest
Fundamentals of Financial Management	Dr. R P Rustagi	Taxmann	Latest

BM2602: Introduction to Management Information System**Course Objectives**

To provide hands on experience to students in using computers for data organization and addressing business needs

Intended Learning Outcomes

- To understand application of various IS in business domains
- To understand tactical usage of IS in particular
- To understand application of Integrated enterprise systems

Course Contents

- **The Information Age:** Purpose of IS, Types of IS, IS in Business function, Career in IS
- **Strategic Uses of Information Systems:** Jet Blue Success Story and Ford on the Web Failure story Summary:
- **Business Function & Supply Chains:** Effectiveness and efficiency, Accounting, Finance, Engineering, SCM, CRM, ERP
- **IT in Business:** Business Hardware, Business software, Business Networks and Telecommunications, Business Data Bases
- **Types of IS:** TPS, MIS, EIS and ERP, Web Enabled Commerce, Challenges of Global, SDLC, Case Study and Test on Indian IS Cases, Open Sources, Outsourcing Basics. Expert System and DSS
- **Risk Management,** Security and Disaster Recovery

Text Book:

Title	Author(s)	Publisher	Edition
Management Information Systems	Effy Oz	Cengage	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Management Information Systems	C S V Murthy	Himalaya	Latest
Management Information Systems	Laudon and Laudon	Pearson	Latest

BM2706: Business Research Methodology**Course Objectives**

To enable students understand the basic techniques and tools of business research and its application in business decision making

Intended Learning Outcomes

- To learn and comprehend the nature, concept and scope of Business Research: definition, scope, limitation & types, objectives, research process, and application of business research
- To be well acquainted with research design-types, primary & secondary methods, collection of data, primary data and its sources, secondary data and its sources
- To be well acquainted with measurement & scaling, designing a questionnaire, scaling, population and sample, types of sampling techniques, and sampling theory of estimation.
- To be able to understand and gain practical knowledge about data analysis, interpretation of result, data Preparation, tabulation, coding, and editing, report writing and presentation.

Course Contents

- **Nature and Scope of Business Research:** Definition, Scope, Limitation & Types, Objectives, Research Process, Application of Business Research
- **Research Design:** Types, Primary & Secondary Methods

- **Collection of Data:** Primary Data and Its sources, Secondary Data and Its sources
- **Measurement & Scaling:** Designing a Questionnaire, Scaling: meaning of scaling, important scaling techniques, Population and Sample, Types of Sampling Techniques, Sampling Theory of Estimation.
- **Data Analysis:** Hypothesis testing, Type I & Type II error, Descriptive statistics, frequency analysis, Z test, t test, Chi square test, correlation, regression etc. Use of SPSS /related software for data analysis.
- **Communicating the Research:** Data Preparation, Tabulation, Coding, and Editing. Report Writing and Presentation.

Text Book:

Title	Author(s)	Publisher	Edition
Business Research Methods	Zikmund	Cengage	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Research Methodology	Prashant Sarangi	Taxmann	Latest
Research Methodology: Methods and Techniques	C. R. Kothari		Latest
Business Research Methods	Donald R. Cooper		Latest

BM2102: Human Resource Management

Course Objectives

The role of HR manager today is no more limited to service functions like recruiting, payroll and benefits. Today, HR managers play a major role in strategic decision making and are evolving as business partners. At the same time, Human Resource Management is no more limited to only HR personnel. Rather, every manager needs to work on it along with the HR department. Managers who are good at HRM can use their workforce in a more efficient and effective manner to gain competitive advantage for their organizations.

The course aims to equip students with the tools and practices of HRM and help them appreciate they change they can affect in an organization by managing people in the best possible manner. It also aims at providing an overview of the current people challenges that organizations/ managers are facing today.

Intended Learning Outcomes

The programme intends to provide the students with basics and application of Human Resource management. It will help to understand how the human assets are being put to use in the service of organizational objectives and will help the students to recognize the manager's changing role, and it will emphasize the real-time HR challenges and the HRM strategies used to address them.

By the end of this course, the following learning outcomes are expected:

- Students should be well acquainted with basic concepts HRM and the important functions, role of strategy in HRM, need of manpower planning/ HR planning etc.
- Students should be well acquainted with basic tools and techniques of HRM like job evaluation, assessment center, competency mapping etc.
- Students should be able to relate to the basic HR functions and processes like Recruitment, training, performance management, career and succession planning etc.
- Students should be able to understand the role of HR in today's corporate world, challenges and how to address them while well-guarding employee sensitivities and importance of HR analytics.

Course Contents

- **Introduction to HRM:** Nature and Scope of HRM, Importance of HRM, Evolution of HRM, Objectives & Challenges of HRM, Different models of HRM
- **Human Resource Planning:** Process of Human Resource planning, Forecasting Demand and Supply, Job Design and Analysis, HRIS
- **Recruitment & Selection:** Internal and External sources of Recruitment, Steps in Placement and Selection Process, Selection test and Interview, Orientation Program

- **Training and Development:** Training and Development Approaches, Steps to Training & Development, Difference between Training & Development, Steps to Training & Development, Career Planning, Assessment Centre
- **Compensation Management:** Methods of Job Evaluation, Components of Pay Structure, Factors influencing Compensation levels, compa-ratio and pay-adjustment matrix, Incentives, Profit Sharing, ESOPs, Benefits – Safety, Health, Retirement etc., calculation of variable pay
- **Performance Management:** Performance management – concepts and process, goal setting, rating methods and rater errors, feedback – giving and receiving, potential appraisal through competency frameworks and assessment centres
- **Labour Relations:** Trade Unionism, Collective Bargaining, Grievance handling.
- **HR Analytics:** HR analytics - concept, need, types of analytics, Basic application in HR areas.

Text Book:

Title	Author(s)	Publisher	Edition
Human Resource Management	Seema Sanghi	Vikas	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Principles of Human Resource Management	Snell and Bohlander	Cengage	Latest
Human Resource Management – Text and cases	Pande and Basak	Pearson	Latest
Human Resource Management – Text and cases	VSP Rao	Excel Books	
Human Resource Management – A South-Asian perspective	Mathis, Robert L. Jackson, John H	Cengage	Latest

SEMESTER – V

BM3701: Entrepreneurship

Introduction

Entrepreneurship have been engines of economic growth and prosperity in any society. The entrepreneur transforms resources to useful and valuable products, services and solutions. S/he does so by sensing opportunities and seize opportunities while transforming assets. Considering significance of entrepreneurship for the economy and society, large companies besides governments and Universities are promoting entrepreneurship. This is often known as intrapreneurship. In fact, all early management education was centered around creating and supporting entrepreneurs. It is therefore essential for all management graduates to learn entrepreneurship.

Intended Learning Outcomes

- To explain with examples / illustrations key concepts such as opportunities, challenges, resources & capabilities, new product development, intellectual property rights, efficiency, quality, innovation and customer responsiveness.
- To apply the learned concepts to sense and seize opportunities
- To analyze identifies opportunities for key success factors and required capabilities to win in the market place
- To consider resource constraints to evaluate multiple opportunities and select appropriate opportunities for seizing
- To create a business plan

Course Contents

- **Self-diagnosis and Understanding Entrepreneurship:** What is Entrepreneurship, Test for an affinity for entrepreneurial work, Characteristics and skills of entrepreneurs, Age of an Entrepreneurial Firm, Types of Entrepreneurs
- **Finding & Evaluating the opportunity:** New Business Opportunity, Characteristics of genuine business opportunities, Where to look for profitable opportunities, The process of opportunity evaluation.

- **Intellectual Property:** Trademarks, Copyright, Patents, Geographical Indication of Goods, Designs, Other IPR Laws, Trade Secrets and Confidential Information
- **Family Business:** Family Business in India, The Founder, The Next Generation, Entry of family Members, Non-family Members, Succession, Best Practices
- **Organizing the enterprise:** Issues involved in Doing Business in India, The various forms of organization, Advantage & Disadvantage of each form, Determining the best form of an Organization, Legal Issues
- **Entrepreneurial Support:** Policies, Business Incubation, Business Clusters
- **Buying a Business:** Challenges in Buying a Business, The Search, Process of Buying, Scrutiny, valuation, negotiation, Franchising
- **Financing the business:** Angels & Venture Capitalists, Debt Finance
- **Making a Business Plan and Strategy:** Uses of Business Plan, Writing a Business Plan, Data Collection, Kinds of Business Plans, Importance of the Executive Summary, Description of the Business, The Management Team, The Industry and the Market, Marketing Plan, Finance, Risk and Contingencies
- **New Product Development:** Types of New Products, New Product Development Process, The Adoption Process, Barriers to New product Development
- **E-Business:** E-Commerce and Marketing Strategies

Text Book:

Title	Author(s)	Publisher	Edition
Entrepreneurship	Rajeeb Roy	Oxford University Press	2nd

Reference Books:

Title	Author(s)	Publisher	Edition
Entrepreneur's Tool Kit: Tools & Techniques to launch and grow your business	Richard Luecke	Harvard Business Review Press	2004
Entrepreneurship	Robert D Hisrich	McGraw Hill;	11 th , 2020

BM3703: Business Demography and Environmental Studies

Course Objectives

To familiarize the students with the basic concepts of demographic and environmental factors affecting business and to make them aware of their responsibility to appreciate and design interventions to ward off the threat to business in particular and society in general in future.

Intended Learning Outcomes

- To understand the basic concepts of demography and environment
- To comprehend and recognize the impact of demographic and environmental factors on business growth and development
- To apply their knowledge to ward off the adverse effects of environmental degradation for overall societal development
- To analyze business issues in the midst of adverse environmental conditions and suggest interventions for business growth

Course Contents

- **Introduction to Demography:** Meaning, Definition, Need of Demographic studies for Business; Scope of demography, Interdisciplinary approach of demography; Components of demography: Fertility, mortality and migration; Measures to calculate fertility and mortality rate; Factors affecting fertility and mortality
- **Distribution of Population and Population Growth:** Meaning of population distribution and population density, physical and cultural factors affecting the distribution of population; Concepts of over, optimum and under population; Meaning and definition of population growth and methods of their calculation; Population growth in India
- **Population as Resource:** Meaning of resource, Types of Resource; Importance of human resource in business development and growth; Concept of literacy, importance of literate population in business growth; Concept of sex ratio, concept of age and sex pyramid, types of age and sex pyramid, age and sex pyramids of different countries; Classification of population – urban and rural; Population below poverty line, working population, dependent population

- **Urbanization:** Meaning and definition of urbanization; Factors responsible for urbanization; Urbanization as a behavioural, structural and demographic concept
- **Environment, Ecosystems and Biodiversity:** Definition, scope and importance of environment; Components of environment; Concept of Ecosystem; Ecological Succession; Food chains and food webs; Biodiversity and its values; Threats to biodiversity and measures to protect biodiversity
- **Environmental Pollution:** Air pollution; Automobile Pollution; Water Pollution; Soil Pollution; Marine Pollution; Noise pollution; Thermal Pollution; Nuclear Hazards; Municipal Solid Wastes; E-Waste Management; Biomedical Waste Management; Disaster Management
- **Natural Resources:** Forest Resources ; Water Resources: Mineral Resources: Energy Resources; Fossil Fuels
- **Social Issues and Environment:** From Unsustainable to Sustainable Development; Wasteland Reclamation; Environmental Ethics; Environmental Impact Assessment;; Global Warming and Climate Change; Acid Rain; Legal Aspects of Environmental Protection; Pollution Control Boards.

Text Book:

Title	Author(s)	Publisher	Edition
Environmental Science and Engineering	Rajesh Gopinath & N. Balasubramanya	Cengage	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Environmental Science	G.Tyler Miller & Scott E. Spoolman	Cengage	14 th
Text Book for Environmental Studies	Erach Bharucha	UGC and Bharathi Vidyapeeth of Environment Education and Research, Pune	

BM3201: Taxation

Introduction

The Tax structure in India is divided into direct and indirect taxes. While direct taxes (Income Tax Act, 1961) are levied on taxable income earned by individuals and corporate entities, the burden to deposit taxes is on the assesses themselves. On the other hand, indirect taxes (CGST Act 2017, SGST Act, 2017 and IGST Act, 2017)are levied on the sale and provision of goods and services respectively and the burden to collect and deposit taxes is on the sellers instead of the assesses directly. GST is a path breaking indirect tax reform which attempts to create a common national market. GST has subsumed multiple indirect taxes like excise duty, service tax, VAT, CST, luxury tax, entertainment tax, entry tax, etc.

Tax is imposed concurrently by the Centre and States. Both CBDT (Central Board of Direct Tax) and CBIC (Central Board of Indirect Taxes and Customs) have formulated such policy and provisions for industrial development in conformity with the development needs and national objectives.

Course Objectives

The taxation subject is intended to acquaint students with the general principles and practice of Direct and Indirect taxation in India. This also includes a basic understanding on the Corporate Tax Planning.

Intended Learning Outcomes

- Basic of Direct Tax, incidence of tax, and discharge of tax liability, Residential Status of individual and a company, Income exempt from tax, Income under different heads.
- Corporate taxation and its planning.
- Business Tax Procedure
- Introduction of GST and different provisions related to registration, tax incidence and tax discharge

Course Contents

Direct Tax

- **Basics of income tax:** assessment year, previous year, person, assessee, charge of income tax, gross total income, residential status and incidence of tax, income deemed to accrue or arise in India, exempted income; income tax authorities;

- **Income under different Heads:** Income under the head ‘salaries’; Income under the head ‘income from house property; Income under the head ‘profits and gains of business or profession’; Capital gains; Income from other sources
- **Computation of Tax Liability:** Set-Off and Carry Forward of losses, Deductions from Gross Total Income, Deduction from Gross Total Income.
- **Business Tax Procedure:** Advance tax liability, Due Date for payment of Advance Tax, Applicability of TDS, TDS Rate, Income Tax Return forms for different types of assessee

Indirect Tax

- **Introduction to Indirect Tax:** Constitution and GST, Key terms definition; Goods, Services, Supplier, Supply, Deemed Supply, Exempt Supply, Aggregate Turnover, Business, Place of Business, Capital Goods, Consideration, E-Commerce, Input Service Distributor, Reverse Charge
- **Registration & Levy and Collection of Tax:** Person liable to registration, person not liable for registration, Compulsory registration in certain cases, Procedure for registration, Cancellation or suspension of Registration, Scope of Supply, Tax liability on Composition and mixed supplies, levy and collection

Text Books:

Title	Author(s)	Publisher	Edition
Students’ Guide to Income Tax including GST	Vinod K. Singhania and Monica Singhania	Taxmann	University Edition (2021)
Corporate Tax Planning and Business Tax Procedures	Monica Singhania, Vinod K Singhania	Taxmann	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Direct Tax Law and Practice	V K Singhania	Taxmann	Latest
GST Ready Reckoner	Keshav R Garg	Bharat	Latest

BM3801: Production and Operations Management

Course Objectives

To understand the production and operation function and familiarize students with the technique for planning and control

Intended Learning Outcomes

- To understand and Differentiate different production systems.
- To understand the decision framework for deciding facility and location.
- To appreciate the materials and production planning steps.
- To understand the quality dimensions and process for product and measurement processes.
- To understand the principles of work method and motion study.
- To learn the basic concepts related to waste management and automation.

Course Contents

- **Introduction to Operations Management:** Concept, Input-Output Model, System view, Interface with other functional areas.
- **Facility & Location Layout:** Facility location, Facility layout, Selection, Feasibility, Economy, Types, Design of layout.
- **Materials Management:** Introduction – Scope, Function, Planning (MRP), Purchasing, Inventory Management, Standardization, Simplification, Material Handling – principles, Equipments, Systems.
- **Production Planning & Control:** Aggregate Planning, Capacity planning, MPS, MRP, ERP, JIT, Scheduling, Routing
- **Quality Management:** Concept, Strategy, Factors, Dimensions, Cost of Quality, Quality Inspection & Assurance, Quality Performance & Conformance, Quality Control – SPC, SQC, Quality Circle, TQM, ISO 9000
- **Motion & Time Study:** Productivity, Method Study, Motion Study, Time Study, Ergonomics
- **Maintenance Management:** Breakdown and Preventive maintenance, Total Productive maintenance (TPM)

- **Waste Management:** Managing Disposal, Salvage & Recovery of Waste
- **Automation:** Concept, Advantages, Disadvantages, AGVS, AS/RS

Text Book:

Title	Author(s)	Publisher	Edition
Production & Operations Management	S. Anil Kumar and N. Suresh	New Age International	Latest
Production & Operations Management	Kaniska Bedi	Oxford	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Production & Operations Management	Everett E Adam Jr., and Ronald J Ebert	Prentice Hall	Latest
Production & Operations Management	S. N. Chary	McGraw-Hill	Latest
Production & Operations Management	K. Ashwathappa	Himalaya	Latest

SEMESTER – VI

BM3702: Business Policy

Introduction

There is a need to integrate functional areas of knowledge from Finance, Marketing, Operations, Human Resource Management, Information Technology with a view to understand business opportunities and challenges and work towards success. For a business to be successful, the functional managers need to have a general managerial perspective with understanding of the business environment and firm specific resources and capabilities. The course is aimed at orienting students to the process of analysis and diagnosis of the environment and formulating winning strategies.

Intended Learning Outcomes

- To understand concepts concerning evolution of strategy thought, strategic direction, analysis and diagnosis of business environment, strategy formulation at functional and business level and strategy formulation in different cycles of industry evolution.
- To apply the learned concepts
- To analyze business performance
- To evaluate generated alternatives
- To create business plans

Course Contents

- **Introduction:** Evolution of the field of Business Policy and Strategic Management ; 5Ps & Ten Schools of Thought on Strategy;
- **Thinking/ Views of some Eminent Thinkerson Strategy:** Peter Drucker, Henry Mintzberg, Igor Ansoff, KennechiOhmae, SumantraGoshal, etc.;
- **Goal Setting:** Corporate Strategy, Business Strategy; Vision, Mission & Goals / Objectives; STEP Analysis;
- **Industry Analysis:** Porter’s Five Forces; the Sixth Force – Complementarity; Competitor Analysis; Key Success Factors (KSF);
- **Internal Environmental Analysis:** Value chain, Functions, Resource base; Distinctive competencies;

- **Generic Strategies and Competitive Advantage** – Low cost, Differentiation, Focus; Competitive strategy for emerging, mature, declining and fragmented industries.

Text Book:

Title	Author(s)	Publisher	Edition
Business Policy and Strategic Management: Concepts and Applications	Vipin Gupta, Kamala Gollakota and R Srinivasan	PHI	2nd

Reference Books:

Title	Author(s)	Publisher	Edition
Competitive Advantage	Michael Porter	Free Press	1st
Competitive Strategy	Michael Porter	Free Press	1st

BM3602: E-Business Management

Course Objectives

This course covers emerging management issues, trends and their influence on the electronic business. Students will learn the e-business concept where end-to-end business is empowered by electronic communication technologies. In this course students will learn advantages of e-business, establishing e-business, online payments, e-business models, best practices for competitive advantages etc. Students will learn to apply the internet and electronic communication system to deliver business value and use it effectively in business transactions.

This course shall discuss various fundamental concepts-business and e-commerce – issues and prospects; e-business framework and strategy; unique features of e-procurement; Information and data handling in e-business through CRM and e-Marketing concepts.

Intended Learning Outcomes

- To understand and realize how e business works through various stages in an organization.

- Understand and apply the concepts of Business and revenue models
- Understanding the concepts of e strategy that works across all departments of the organization and role of IT in it.
- Understand and apply the concepts of e marketing. Be able to create e marketing plans for e business idea
- Understand the flow of data for CRM and its importance
- Understand the cycle of e SCM and the integration with all other departments

Course Contents

- Introduction to Electronic business and Electronic Commerce
- Technology, Business Models and Revenue models
- E-business infrastructure, E-Business Software
- E- Business strategy and Right Channeling
- E-marketing, Selling to Consumers Online, Selling to Businesses Online
- Supply chain management & E-procurement
- Customer relationship management and Virtual Communities
- Change Management, Online Security and Online Payment Systems
- Future of E-Business

Text Book:

Title	Author(s)	Publisher	Edition
E-Business	Kulkarni, Jahirabadkar, Chande	Oxford University Press	1 st

Reference Books:

Title	Author(s)	Publisher	Edition
E - Business and E-Commerce Management	Chaffey	Pearson	5 th
E- Business	Schneider	Cengage	10 th

BM3708: Business Ethics

Introduction

In striving for success, it is necessary to understand the importance of value and ethics in business and get acquainted with the emerging trends. At a segregate level, it is necessary to appreciate ethical issues in functional area of management and generate perspectives for ethical decision-making. With a growing concern for sustainability, it is also necessary to examine business decisions with reference to the impact of decisions on economic systems, environment and society.

Intended Learning Outcomes

- To explain with examples/ illustration concepts such as, ethical principles, social responsibility, and sustainability.
- To apply the principles of ethics to resolve ethical dilemmas
- To analyze questionable functional business decisions to identify unethical aspects.
- To evaluate decision alternatives that serve the purpose of business, given conflicting contexts
- To create a CSR / Sustainable development plan for a firm.

Course Contents

- **Ethics & Business:** Meaning of Ethics, Business Ethics & its issues; Moral Development & Moral Reasoning
- **Corporate Social Responsibility:** Importance, Developing strategies for Social Responsiveness; Triple Bottom Line and Environmental Sustainability, Theological Ethics and Philanthropy
- **Corporate Governance:** Importance, Models, Theories, Some important Corporate Scandals in India and Abroad; history and development in UK, USA, South Africa and India
- **Ethical Issues in Management**
- **Institutionalization of Business Ethics:** Various laws, core practices, legal practices
- **Traditional and Moral Philosophies and Theories of Business Ethics**

- **Ethical Dilemma and Individual Ethics Management:** Conflict of Interest, Models, Comprehensive and Sound Ethical Decision Making, white collar crimes
- **Managing Organisational Ethics:** Importance, Organizational Ethical Climate, types of Corporate Culture, Cultural Audit, Differential Association, Danger Signs of Ethical Risk in an Organization, Leadership and Ethics, Organizational Structure and Business Ethics, Group Dimensions and Corporate Culture
- **Ethical Principles in Business:** Utilitarianism, Justice & Fairness Principles; The Ethics of Care; Principles of Rights & Duties; Integrating various ethical principles to solve managerial dilemma in the contemporary business world; & developing ethical code for the business;
- **Ethics in market place:** Ethics in Perfect competition, Monopoly; Oligopoly and Public policy, business & its external & internal exchanges- the individuals in the organization and the environment, Consumer production & Marketing.
- **Emerging Trends:** Corporate Governance, Corporate Social Responsibility, Whistle Blowing, Environmental Protection etc.

Text Book:

Title	Author(s)	Publisher	Edition
Business Ethics by	Shailendra Kumar & Alok Kumar Rai,	Cengage	1 st , 2019

Reference Books:

Title	Author(s)	Publisher	Edition
Business Ethics – An Indian Perspective by,	A.C Fernando	Pearson	3 rd , 2019
Ethical Management – Text and Cases in Business Ethics and Corporate Governance	Satish Modh	Macmillan Publishers India	1 st , 2005

BM3706: Culture & Sociology

Course Objectives

To understand how society functions and is organized, the underlying theories and the way it impacts and influences individual motivation.

Course Outcomes

- To learn and understand the basic theories and concepts of Sociology
- To understand the relevance of great sociological theories in present day context.
- To apply their knowledge in sociology to understand how different social systems function.
- To critically analyse various social problems and explain the statistical figures.
- To explain different social phenomena such as deviance behaviour, socialisation process, social stratification, group conformity etc. with the help of different theories.
- To critically evaluate the social situations and suggest creative ways for change and development.

Course Contents

- **Sociology** – Definition, Nature & Scope of the Discipline, Its Importance and Application
- **Individual and Society** – Nature of Society and Community; Difference between Society & Community; institutions and associations. Groups, Social
- **Classical Thought:** Auguste Comte – Law of Three Stages; Herbert Spencer- Organismic Analogy; Emile Durkheim- Division of Labor; Suicide; Theory of Religion; Karl Marx- Class and Class struggle
- **Sociological methods:** Sociological methods, Sociological Perspective
- **Culture-** Nature of Culture; Diversity and Uniformity of Culture; Process of Socialization.
- **Social groups-** Nature and types; forms of authority; social conformity.
- **Social Interaction-** Meaning, social structure, explaining social interaction: ethnomethodology, social exchange theory; impact of technology.

- **Social Change-** Nature and Process of Social Change - Modernization; Westernization; Sanskritization; Factors Influencing Social Change
- **Kinship, Marriage and Family-** Concepts, Types, Legislations, Latest Trends
- **Social Problems** – Old Age, Gender Issues, Mentally Challenged, Drug abuse, Juvenile delinquency, Homelessness, Disease, Domestic violence, corruption, child abuse and infant mortality, Dowry and divorce and Minority Groups.
- **Social Control:** Nature and process of social control, norms and values, Folk-ways, Mores, Customs; theories of social control.
- **Social stratification-** Bases of stratification; Caste & Class in Society; social mobility
- **Emerging Concepts-** Digital sociology, Corporate Social Responsibility, Disaster Management- Definition of Disaster, Climate change, Essentials of Disaster Preparedness, Role of Government And Non-Governmental Agencies; Mitigation Strategies; Socio-psychological aspects of disaster preparedness.

Text Books:

Title	Author(s)	Publisher	Edition
Principles of Sociology with Introduction to Social Thought Ethics	C.N. Shankar Rao, S. Chand		7 th
Contemporary Sociology	M. Francis Abraham	Oxford	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Society : An Introductory Analysis	R. M. MacIver and Charles H. Page	McMillan	
Social Change	Lappiere, R.T		Latest
Main Currents of Sociological Thought, Vol. I & Vol. II	Aron, Raymond		
International Disaster Realities, Towards a responsive system	Green Stephen	McGraw-Hill	

SPECIALIZATION GROUPS & COURSES

MARKETING

BM3301: Consumer Behavior

Course Objectives

To enable the students to understand the importance of studying consumer behavior and understand its relevance in developing marketing strategies.

Intended Learning Outcomes

- To understand the Consumer Buying Process
- To gain knowledge of different Consumer Behaviour Theories
- To gain knowledge and application of Consumer Decision Process followed for different categories

Course Contents

- What is Consumer Behavior? Issues in CB, Subjects in CB, Uses of CB,
- Consumer Research, Marketing Strategy
- **External Influences:** Culture, Values, Demographic & Social Stratification, Group Influences, Family, Reference groups
- **Internal Influences:** Personality, Attitude, Learning & Memory, Perception and Motivation, Self-Concept & Lifestyle
- Diffusion Process, Stages in Buying Behavior, Problem Recognition, Search and Evaluation, Purchase, Post Purchase issues
- Applications of Consumer Behavior in Field
- Ethical Issues in Consumer Research

Text Book:

Title	Author(s)	Publisher	Edition
Consumer Behavior	Del I Hawkins, David L Mothersbaugh and Amit Mookherjee	McGraw-Hill	Latest

Reference Book:

Title	Author(s)	Publisher	Edition
Consumer Behavior	Lauden and Bitta	McGraw-Hill	Latest

BM3303: Sales and Distribution Management

Course Objectives

To enable the students understand various aspects of channel management for coordinated sales effort and effective management of marketing channels

Intended Learning Outcomes

- To understand the process of Personal Selling
- To know about different Sales roles
- To design channels for various product and service categories
- To evaluate different channel partners

Course Contents

- Distribution Management
- Distribution flows
- Different levels of distribution for FMCG, Consumer Durables, & industrial goods
- Channel Relations
- Channel Conflict, Types of conflict, Conflict Resolution
- Channel Management Decisions
- Channel Integration and Systems
- Managing Retailing, Wholesaling, and Logistics
- E-Commerce Marketing Practices
- Skills important at each stage of the Sales Call

Text Book:

Title	Author(s)	Publisher	Edition
Sales and Distribution Management: Text and Cases	K K Havaldar & V M Kavale	McGraw -Hill	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Sales and Distribution	Chunawala and Sethia	Himalaya	Latest

BM3302: Product and Brand Management

Course Objectives

To enable students understand the essentials of product and brand management and get familiarized with key decision-making variables in managing a product or portfolio of products.

Intended Learning Outcomes

- To understand Product Life Cycle and its various phases
- To understand process of New Product Development
- To understand Branding Strategy
- To know about Brand Identity and its various elements
- To manage a Brand in the market

Course Contents

- Concept of brand, Product Vs Brand, Product mix
- Product Life Cycle and its role in branding
- New Product Development (NPD)
- Branding as a process, Stages in branding process
- Branding strategies
- Key concepts of brand elements: positioning, identity, image, association, personality, loyalty, extension, value and equity
- Brand failures and revival
- Global branding and its impact on Indian market

Text Book:

Title	Author(s)	Publisher	Edition
Brand Management	Y L R Moorthi	Vikas	Latest
Brand Management	Kirti Dutta	Oxford	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Brand Management	Harsh V Verma	Excel Books	Latest
Strategic Brand Management	Richard Elliot and Larry Percy	Oxford	Latest

BM3304: Services Marketing

Course Objectives

To enable the students understand the importance and growing role of Services Marketing with a focus on current issues and strategies.

Intended Learning Outcomes

- To understand role of services in marketing of organizations
- To understand services and its differences with products
- To analyze the service process and measuring service quality
- To identify the service quality gaps

Course Contents

- **Overview and Significance:** Services Global, Asian, Indian scenario, relative role of service sector, significance of services marketing,
- **Environment:** Services marketing environment (PEST) , Reasons for growth in services sector,
- **Service concept:** Concept and scope of services, goods services continuum, characteristics of services, classification of consumer and industrial services ,
- **Decision making process:** Categories of decision making process and examination of services,
- **Consumer expectations:** Expected services, adequate services and zone of tolerance.
- **Dimensions of quality:** Measuring service quality.

Text Book:

Title	Author(s)	Publisher	Edition
Services Marketing	Rajendra Nargundkar	TMH	Latest
Services Marketing, Text & Cases	Vinnie Jauhari & Kirti Dutta	Oxford University Press	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Services Marketing: Integrating Customer Focus across the Firm	Valarie A. Zeithaml and Mary Jo Bitner	McGraw-Hill	Latest
Services Marketing: Concepts, Planning and Implementation	C.Bhattacharjee	Excel Books	Latest

SPECIALIZATION GROUPS & COURSES

FINANCE

BM3205: Corporate Accounting

Introduction

The subject will enable the students to learn advanced accounting issues and practices as relating to maintenance of company accounts, valuation of goodwill and shares and handling accounting adjustments in situation of amalgamation, absorption and liquidation of companies

Intended Learning Outcomes

After undergoing the course, students can comprehend the following:

- Process the companies follow to raise capital
- Financial reporting process of big and small business firms
- Reporting statements and its analysis
- Intangible valuation
- Special company accounting process

Course Contents

- **Sources and process of raising capital:** Issue of Share Capital- both preference and equity shares, redemption of preference shares and debentures, valuation of shares
- **Company Accounts:** preparation of company final accounts as per the Indian Companies act 2013, different schedules of account preparation, cash flow statement. Annual report of companies and detailed discussion of contents
- **Accounting standards:** Indian accounting standards and IFRS
- **Accounting of intangibles:** goodwill and other intangibles accounting, valuation of Goodwill, provisions as per the company act for goodwill treatment and valuation
- **Reconstruction-** internal reconstruction- different types with accounting process as per the act; amalgamation and absorption of companies
- **Accounting for Special companies:** lease accounting, BFSI accounting (banking, financial services and insurance), holding company accounting, other specific company accounts

- **Liquidation Accounts:** liquidation of companies and accounting process. Other developments of accounting practices

Text Book:

Title	Author(s)	Publisher	Edition
Introduction to Corporate Accounting	P C Tulsian & Bharat Tulsian, S Chand		Revised Edition, Kindle edition

Reference Books:

Title	Author(s)	Publisher	Edition
An Introduction to Accounting	S N Maheswari and S K Maheswari	Vikas	Latest
Fundamentals of Financial Accounting	Ashok Sehgal and Deepak Sehgal	Taxmann	Latest

BM3206: Financial Statement Analysis

Course Objectives

The subject is introduced to enable students to describe and apply the basic techniques of financial statement analysis, explain the relationship between strategic business analysis, accounting analysis and financial analysis, identify and utilize value-relevant information contained within financial statements.

Intended Learning Outcomes

Students can learn the following after the course coverage:

- How to analyze the performance of a company?
- The performance comparison of industry peer group companies
- Importance of ratio analysis and other analytical tools
- Performance analysis and management actions
- Forecasting of business performance

Course Contents

- **Financial Statements:** Review of key accounting concepts; different financial statements as per the Indian company Act 2013, Environmental, Social, and Corporate Governance (ESG) in business and company analysis
- **Financial Analysis:** methods of financial statement analysis- ratio analysis, comparative statements, common size statements, Industry analysis methods, Advanced Du Pont analysis and Cash Flow analysis. Balance sheet ratios, income statement ratios, cash flow ratios, stock market related ratios
- **Company Analysis;** How to read a balance sheet and P&L account. Analysis of Consolidated financial statements; Understanding recent regulatory framework in India.(IFRS and Companies Act,2013). BFSI sector financial statement analysis
- **Financial Forecasting:** Financial planning and Forecasting; Projected cash flow estimation and proforma financial statement; Preparing the annual business plan.

Text Book:

Title	Author(s)	Publisher	Edition
Financial Statements and Analysis	M.S.Narasimhan	Cengage	1 st

Reference Books:

Title	Author(s)	Publisher	Edition
Financial Statement Analysis	Subramanyam, K. R., and Wild, John, J	McGraw-Hill	International
Financial Ratios and Financial Statement Analysis	Jagadish R. Raiyani		Latest

BM3203: Indian Financial System

Introduction

This course aims to lay a sound foundation on the emerging structural/ institutional and regulatory/ policy developments in the financial environment. Finance students should have a good understanding of the financial environment that keeps the economy running.

Intended Learning Outcomes

- A good understanding of the Indian financial system.
- Understanding of different players of the Indian Financial System.
- Understanding the different processes involved in the financial system.

Course contents

- **Indian Financial System:** Overview of Indian Financial System – Financial intermediaries; financial markets; Financial Instruments and Regulators of Financial System. Evolution of Indian Financial System; History and growth of Indian Financial System and regulatory infrastructure.
- **Financial markets and intermediaries:** Types of financial markets- Money, Capital- Primary and Secondary; Classification and functions of different intermediaries like banks, NBFCs
- **Financial instruments:** Bonds, shares, mutual funds, ADR, GDR and other innovative instruments in India and outside
- **Asset financing services:** Leasing and Hire purchase financing, factoring and other financing options
- **Financial services:** Credit rating and venture capital services; Merchant banking and investment banking and other services offered by the banking and financial firms
- **Financial Regulation:** regulatory authorities in the financial system- RBI, SEBI, IRDA, Forward market commission etc.

Text Book:

Title	Author(s)	Publisher	Edition
Indian Financial System	Pathak, Bharati	Pearson	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Management of Financial Services	M Y Khan	TMH	Latest
Indian Financial System	C Rama Gopal	Vikas	Latest

BM3202: Security Analysis and Portfolio Management**Introduction**

The subject is related to the stock market operations and investment management. The object of the course is to provide sound knowledge about the process and principles of investing in the stock market and other alternative investment options available. The focus and discuss of the course is completely on Indian market point of view.

Intended Learning Outcomes

At the end of the course, students can comprehend the following:

- How to select a stock for investment?
- What are the alternative investment options available in India?
- How the Indian stock market operates?
- How the derivative market operates?
- What are the derivative instruments for investment?

Course Contents

- **Introduction to security analysis:** investment and speculation, value investing, investment principles; alternatives in asset classes; investor psychology and stock market investment
- **Indian Stock market:** segments of Indian stock market- cash, derivative, debt segment; stock market trading process- demat account, trading account, settlements, brokers types and their role, types of stocks, players in the market and other market developments
- **Derivative Market:** Future and option market, types of futures and options in Indian market, principles & trading process in the F&O market. risk hedging and F&O instruments
- **Fundamental Analysis:** fundamental factors for stock analysis, economic-industry-company analysis; equity research process and stock valuation, risk and return estimation- individual stock & portfolio, CAPM analysis. Fundamental analysis with real Indian company data
- **Technical Analysis:** technical charts, patterns; technical indicators and forecasting. Technical analysis with real Indian company data
- **Portfolio Management:** optimum portfolio, portfolio performance management models, efficient portfolio, alternative asset class and portfolio management, mutual fund performance analysis techniques
- **Efficient Market Hypothesis:** weak form, semi-strong form and strong form of market efficiency, event study method of market analysis

Text Book:

Title	Author(s)	Publisher	Edition
Security Analysis and Portfolio Management	Donald E. Fischer and Ronald J. Jordan	Pearson	6 th

Reference Books:

Title	Author(s)	Publisher	Edition
Security Analysis and Portfolio Management	Prasanna Chandra	McGraw-Hill	Latest
Security Analysis and Portfolio Management	Punithavathy Pandian	Vikas	Latest

SPECIALIZATION GROUPS & COURSES

HUMAN RESOURCE MANAGEMENT

BM3101: Performance Management

Introduction

Performance Management, in today's world has become an important management tool in hands of manager not only to evaluate performance of employees but also to train and motivate them to excel. Performance management is a process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization. More than just an annual performance review, performance management is the continuous process of setting objectives, assessing progress and providing on-going coaching & mentoring and feedback to ensure that employees are meeting their objectives and career goals.

Performance Management is a topic that, everyone willing to enter an active professional life should be aware of because they will be a part of the system as either the appraisee or appraiser or both. In this course, efforts will be made to take the students through the different stages of the Performance Management cycle in detail and understand the various methods of appraisal and best practices. The course will also focus on the tools that provide inputs to Performance Management System like Balanced scorecard, strategy maps, etc. It will also throw some light on how other HR systems like training, career progression and compensation are linked with the Performance Management system.

Intended Learning Outcomes

- To understand the process & its importance.
- To relate and evaluate PMS with all other HR functions & processes.
- To apply performance metrics.
- To differentiate between various methods of appraisal – both traditional & modern and evaluate the suitability in different organizational setups.
- To apply ethical practices in PM process.

Course Contents

- Introduction to PMS
- PMS Cycle
- Performance appraisal – traditional and modern methods
- Multi-rater performance appraisal
- Performance review and feedback
- Performance counseling
- Performance metrics
- Strategic PMS
- Competency based PMS
- Performance based compensation
- PMS succession planning and career development
- Ethical Practices
- New age PMS

Text Book:

Title	Author(s)	Publisher	Edition
Performance Management	A.S. Kohli & T. Deb	Oxford University Press	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Performance Management	D.K. Bhattacharya	Pearson	Latest
Performance Management	Robert L. Cardy	Prentice Hall of India	Latest
Performance Management	Soumendra N. Bagchi	Cengage Learning	Latest
Performance Management	T.V. Rao	Sage, Response	Latest

BM3103: Employee Relations

Course Objectives

Employee Relation or Industrial relation is a major supporting subsystem of the overall management system; It constitutes an integral part of human resource development activity of any organisation. This will help the students to have an idea about the relationship between the employer and the workmen in a unit or industry. IR plays a pivotal role in employee satisfaction by developing employee relations programs that help boost productivity, motivation, and morale. You will learn to address performance concerns, help management with disciplinary actions, inform employees of Federal employment program options, and help employees with problems or complaints. Students will develop the core skills necessary to increase employee productivity, motivation, and morale—creating a better and more productive work environment.

Intended Learning Outcomes

The programme intends to provide the students with basics and application of Industrial Relation management. It will help to understand how the human assets are being put to use in the service of organizational objectives and will help the students to recognize the Industrial Relation manager's changing role, and it will emphasize the real-time IR challenges and the IRM strategies used to address them.

At the end students should be able to: -

- To trace the necessity and evolution of approaches to study of Industrial relation.
- To identify the factors that shape the environment for Industrial relations, should able to know the provision relating to Trade union, Understand the processes of conciliation arbitration and Adjudication.
- To have a depth knowledge on Industrial disputes and dispute handling techniques.
- To schematically understand the dynamics of Various internal and external factors in determination of wages.
- To understand the concept of distributive and integrative outcomes of negotiation.

Course Contents

- **UNIT-I: INTRODUCTION TO INDUSTRIAL RELATIONS:** Industrial Relations–Basic Concept and Philosophy of Industrial

Relations– Evolution and Growth of Industrial Relation in India–Factor Influencing Industrial Relation

- **UNIT II: INDUSTRIAL CONFLICTS:** Nature of Industrial Conflicts – Types and Causes of Industrial Disputes– Impact of Industrial Disputes-Machinery for the Prevention and Settlement of Industrial Disputes.
- **UNIT-III: TRADE UNIONS:** Definitions. Characteristics of Trade Unions. Types of Trade Unions, Reason for Employees Joining Trade Unions, Trade Union Movement in India Problems of Indian Trade Unions. Trade Union Federations in India.
- **UNIT-IV: COLLECTIVE BARGAINING:** Concept. Essential Prerequisites for Collective Bargaining. Levels of Collective Bargaining Plant Level, Industry Level and National Level. The Collective Bargaining Process Advantages and Disadvantages of Collective Bargaining.
- **UNIT-V: STANDING ORDERS AND GRIEVANCE PROCEDURE:** Standing Orders- Objectives, Evaluation of Standing Orders, Grievances-Concept, Causes of Grievances, Procedure of Settlement.
- **Unit VI: - Industrial Relation Machinery in India:** - Steps to promote Industrial peace trends of Disputes in Public and private, Prohibition of strikes and lock outs, illegal strikes. Preventive machinery
- **Unit VII: - Employee welfare:** - Concept/scope details Philanthropic trusteeship placating Theory.

Text Book:

Title	Author(s)	Publisher	Edition
Employee Relations	P N Singh and Neeraj Kumar	Pearson	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Industrial Relations- Concepts and Issues	T. N. Chabra, R.K. Suri	Dhanpat Rai & Co. Private Ltd.	2000
Dynamics of Industrial Relations	CB Matoria, Satish Matoria and S V Gankar	Himalaya	2008
Industrial Relations and Labour Laws	S C Srivatsava	Vikas	2008
Industrial Relations	C S Venkatratnam	OUP	2009

BM3102: Leadership in Organization

Course Objectives

To enable students to understand the concept of leadership and apply the same in day-to-day functioning of the organization.

Intended Learning Outcomes

- To understand the concept of leadership, personal attributes of leaders, leadership behavior in various situations.
- To appreciate diversity and its management, charismatic and transformation leadership styles, creative and ethical leadership concepts.
- To learn the dynamics of motivation, communication, power and politics in the context of leadership action to increase organization effectiveness.
- To appreciate dynamics of complex situations and recommend solutions applying the concepts and strategies covered.

Course Contents:

- The meaning and relevance of leadership
- Global and cross-cultural leadership
- Personal attributes of leaders
- The Charismatic and transformational aspects of leaders
- The moral aspects of leadership
- Enhancing teamwork within the group
- The leader as a motivator and coach
- Leadership actions, attitudes and styles
- How leaders respond to the situation at hand
- How leaders exert influence
- How leaders attain and maintain power
- Communicating with others and resolving conflict
- The creative and innovative aspects of leaders
- Thinking strategically and managing knowledge
- The development of leaders and succession planning

Text Book:

Title	Author(s)	Publisher	Edition
Principles of Leadership	Andrew J. Dubrin	Cengage	7 th

Reference Books:

Title	Author(s)	Publisher	Edition
Leadership and Management Development	Jam Carmicheal	Oxford	2011

BM3104: Training & Development**Course Objectives**

To familiarize the students regarding the inevitability of training. The session shall focus on the importance of an effective training needs assessment to plan training more effectively. At the end of the session, the student shall be able to link Strategy and T&D. The different kinds of training methods are covered in this course.

Intended Learning Outcomes

In the present competitive and dynamic environment, it has become essential for organizations to build and sustain competencies that would provide them sustainable competitive advantage. Dynamic and growth-oriented organizations recognize training as an important aspect of managerial function in a rapidly changing economic and social environment. Training is a process which enhances and develops his/her capabilities and effectiveness at work. After studying this, one will be able to understand new training technique and how training is evaluated.

By the end of this course, the following learning outcomes are expected:

- To learn and comprehend the nature, concept, difference between training and other related concepts.
- To understand the importance of training and its link with strategy.
- To understand the various methods of training and learning theories.
- To understand the importance of training evaluation.
- To analyze the various industry training and development practices.

Course Contents

- Introduction to Training & Development
- Relevance Of Training To Organizations
- Training & Competitive Advantage
- Linking Training to Business Goals
- Learning and theories of learning
- Training Need Identification:- Assessing Current & Future Training Needs
- Methods & techniques of delivering training inputs
- Roles & competencies of trainer
- Training design
- Transfer of Training
- Training Evaluation

Text Book:

Title	Author(s)	Publisher	Edition
Employee Training & Development Need	Raymond A Noe and Amitabh Doe Kodwani	McGraw Hill	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Effective Training	Blanchard & James	Pearson	3rd
Every Trainers Hand Book	Devendra Agochiya	Sage	Latest
Training & Development	Dr. B Janakiram	Biztantra	Latest

SPECIALIZATION GROUPS & COURSES

OPERATIONS

BM3604: Supply Chain Management

Course Objectives

Supply Chain management (SCM) deals with the management of network consisting partners such as: suppliers, manufacturers, distributors, retailers and customers. This will explore broadly the functions of material procurement, transformation of these materials into intermediate and finished products, and the distribution of these products to the customers. SCM is a system approach to manage the flow of material, information, and finances. These operations functions help in achieving the long-range broader organizational objectives.

Intended Learning Outcomes

- To identify various transformation processes in supply chains of their choice.
- To apply operations management concepts for enhancing competitiveness along the dimensions of cost, quality, flexibility and delivery.
- To understand the issues and enablers of SCM
- To understand coordination mechanism of SCM
- To understand the application of IT and its benefits in managing a supply chain

Course Contents

- Introduction
- Supply Chain performance
- Supply chain drivers and obstacles
- Supply chain network configuration
- Planning and managing inventories in a supply chain
- Managing uncertainty in the supply chain
- Sourcing decision in supply chain
- Logistics and transportations
- Coordination in supply chain
- Strategic partnership and trust in supply chain
- Information technology and supply chain

Text Book:

Title	Author(s)	Publisher	Edition
Supply Chain Management	Wisner, Tan, Leong	Cengage	Latest

Reference Book:

Title	Author(s)	Publisher	Edition
Managing Supply Chain, a logistic approach	John J Coyle, C. John Langley Jr., Robert A Novack, Brian J Gibson	Cengage	Latest

BM3603: ERP Systems**Course Objectives**

Enterprise resource planning (ERP) is the integrated management of core business processes, often in real-time and mediated by software and technology. ERP provides an integrated and continuously updated view of core business processes using common databases maintained by a centralized database management system. The applications that make up the system share data across various departments (manufacturing, purchasing, sales, accounting, etc.) that provide the data. ERP facilitates information flow between all business functions and manages connections to outside stakeholders.

Intended Learning Outcomes

- To make students understand business functions , processes
- Understanding the concepts of Business Process Re engineering
- Understanding vendor selection processes
- ERP system implementation through various stages in an organization.

Course Contents

- Overview of an ERP Systems, business functions, business process reengineering feature, phases and principles.

- Evolution of ERP, Architecture and Vendor Selection Process of ERP, ERP Implementation phases, benefits and challenges of ERP Implementation. Introduction to order-to-cash and Procure-to-pay cycle.
- Introduction to SAP S/4 HANA
- Recent Trends of ERP.

Text Book:

Title	Author(s)	Publisher	Edition
Enterprise Resource Planning – Concepts and Practice	Vinod Kumar Garg and N K Venkitakrishnan	PHI	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Enterprise Resource Planning	Monk, Ellen F. Wagner, Bret J	Cengage	Latest
ERP Demystified	Leon, Alexis	McGraw-Hill	
SAP Online Material			

BM3606: Data Analysis

Course Objectives

Microsoft Excel is quite popular and frequently used in business applications. This course will introduce various basic functions, formatting, analysis of business data sets, graphs and charts to familiarize students with the usage of this tool in day to day business operations. This course will familiarize students with basic MS Excel features, various kinds of functions and calculations. Students are expected to draw graphs, charts and use the dataset to conduct statistical analysis, build business scenarios and apply solver.

Intended Learning Outcomes

- To have a basic understanding and business applications using MS Excel
- To understand and apply basic statistical, financial and text manipulations
- To apply basic statistical tests used in data analysis
- To understand optimization modeling and applications

Course Contents

- Rows, Column and Cells formatting/referencing, Grouping, Sort and Filter and Basic Business Calculations.
- Introduction and use of mathematical, financial, logical and Statistical Functions, Name and Data Validation, Data/Time Manipulations Vlookup, Hlookup and Nested Formulas
- Graphs, including line, Pie, Bubble chart, Area Chart, Bar chart, Scatter plots, Pivot chart, Histogram, Multi-axis charts.
- Use of Pivot table to analyze business data.
- Basic application of Descriptive Statistics, t test, F test, ANNOVA, correlation, regression models using MS Excel.
- Optimization models and What-if-analysis in Excel.

Text Book:

Title	Author(s)	Publisher	Edition
Business Statistics using Excel	Davis, G., & Pecar, B	Oxford	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Problem Solving Cases in Microsoft Access and Excel	E. F. Monk, J.A. Brady and Gerard S. Cook	Cengage	Latest
Succeeding in Business with Microsoft Excel	Debra Gross, F Akaiwa and K Nordquist	Cengage	Latest

BM3607: Total Quality Management (TQM)

Course code	Course name	Credit structure			
		L	T	P	Total
TBA	Total Quality Management	2	0.5	0.5	3.0

Introduction

TQM has become important for the organizations due to increased competition, and cost of errors. Organizations attempt to do the things right first time. Consistent quality is a methodological process rather than a by-chance outcome. The principles of TQM is equally important and used for products and services organizations. In such a scenario, understanding the principles, apply tools and techniques becomes essential for students and employees.

Course outcomes

- To understand the importance of TQM in management and its properties
- To develop awareness of TQM tools and processes
- To apply knowledge of TQM to take suitable decisions.
- To analyze quality management process vis-à-vis management philosophy.
- To create QC tools for customised quality management decisions.
- To evaluate and apply concepts in projects.

Contents

- **Module I**
 1. Introduction
 2. Concept of Quality
 3. TQM overview
 4. Historical perspectives
- **Module II**
 1. Quality concepts in production and service systems
 2. Quality Gurus and their quality management philosophies
- **Module III**
 1. Tools for quality Improvement (QC tools)
 2. Techniques for quality control

- **Module IV**
 1. Organizing for quality
 2. Controlling for quality
 3. Quality improvement and problem solving (tools and techniques used), SQC
 4. Statistical process control (SPC)
 5. Statistical methods in quality assurance; inspection and measurement, quality in product and process design

- **Module V** - Human Resource Management and total employee involvement in TQM

Text Books

Title	Author(s)	Publisher	Edition
Total Quality Management (TQM)	Besterfield Dale H., Besterfield Carol, Besterfield Glen H., Besterfield Mary, Urdhwareshe Hemant, Urdhwareshe Rashmi	Pearson Paperback	5 th

Reference Books

Title	Author(s)	Publisher	Edition
Quality Management	Kanishka Bedi	Oxford Higher Education	10 th
Statistical Quality Control	M. Mahajan	Dhanpat Rai and Co	2016

Project work

Study on continuous improvement process in different industries; Process capability study in BPOs

SPECIALIZATION GROUPS & COURSES

INTERNATIONAL BUSINESS

BM3106: International Human Resource Management

Course Objectives

The course aims to teach the multinational context within which international human resource management (IHRM) functions and activities take place. This will delve on the differences between domestic and international HRM and the variables that moderate these differences. Students should be able to understand the consequences of international growth on human resource management (HRM) and able to comprehend IHRM trends and future challenges.

Intended Learning Outcomes

- To demonstrate an understanding of key terms, theories/concepts and practices within the field of IHRM.
- To understand the role of HRM in international business operations.
- To understand the importance of standardization of work practices.
- To appreciate the implications of globalization for the management of human resources, with particular reference to IHRM in multinational corporations.
- To identify and appreciate the significance of the ethical issues in HR.

Course Contents

- Introduction, differences between domestic and international HRM, factors influencing global work environment
- Place of HR function in structural forms, international operations and control mechanisms
- Role of HRM in sustaining international business operations, issues related to the various approaches to staffing, types of international assignments, role of expatriates and non-expatriates, role of corporate HR function
- Recruitment and selection in an international context, factors moderating performance, selection criteria
- Role of training in supporting personnel on international assignments, effectiveness of pre-departure training programs
- Compensation in national and international contexts, key components of an international compensation program, approaches to international compensation, few problem areas of taxation

- Repatriation and career issues
- Standardization of work practices, HR implications of language standardization, Retaining, developing and retrenching staff
- Key issues in international industrial relations, trade unions and international industrial relations
- Performance management system of international employees
- International business ethics and HRM

Text Book:

Title	Author(s)	Publisher	Edition
International HRM	Peter J. Dowling	Thomson Learning	6 th / 7 th Edition

Reference Books:

Title	Author(s)	Publisher	Edition
HRM	Seema Sanghi	Vikas	2014

BM3305: International Marketing

Course Objectives

This course provides a practical overview of the key elements of international marketing and issues businesses face when entering and operating in foreign markets. Focus will be on the decision making process in the areas of foreign market analysis, target identification, product planning, promotion and channels of distribution. They should feel equally confident to be able to distinguish international marketing mechanics from the domestic marketing models and approaches.

Intended Learning Outcomes

- To understand the significance of globalization and international trade
- To identify, segment and target international markets
- To know about Tools for International Market Evaluation and Selection
- To know about Pricing Decisions for International Markets
- To understand communication with the World Consumer
- To know about key issues in India's Export Growth

Course Contents

- International Marketing – Concept and Significance, Globalization, International Trade

- Scanning the International Economic Environment - Significance of economic organizations and trade groups in international marketing
- Identification, Segmentation and Targeting of International Markets
- International Market Entry Strategies - Tools for International Market Evaluation and Selection
- Pricing Decisions for International Markets - Concept, Pricing Approaches, Factors influencing pricing decisions, Terms of Payment in International Transactions
- Building Brands in International Markets - Concept, Branding Alternatives for International Market, International Branding Strategy
- International Logistics and Distribution - Types of Channels in International Market, Selection and Structure, International Retailing
- Communication with the World Consumer - AIDA Model, Tools for International Marketing Communication, Participation in International Trade Fairs, Factors influencing communication decisions, GIMC (Global Integrated Marketing Communication)
- International Marketing Research - Concept & Process of International Marketing research
- Global E-Marketing - Internet and the Global Marketplace, Structural Barriers, Services, E- Marketing models, Competitive Advantage and Cyberspace
- World Trade Organization – International Marketing Implications, WTO – Functions and Structure, Multilateral Trading System, Economic Institutions under UN
- India’s Foreign Trade - Key Issues in India’s Export Growth, Concept of Balance of Payment and Balance of Trade, Measures to Promote Export, New Market Barriers, Growing Customer Expectation, Shortening of PLC, Ethical Issues in International Marketing, Counterfeiting and Piracy, Bribery and Smuggling

Text Book:

Title	Author(s)	Publisher	Edition
International Marketing	Rakesh Mohan Joshi	Oxford	2 nd

Reference Book:

Title	Author(s)	Publisher	Edition
Global Marketing Management	Masaaki Kotabe, Kristiaan Helsen	Wiley	3 rd

BM3208: International Finance

Introduction

Businesses are operating in an increasingly interconnected global environment. Most businesses today are either directly or indirectly exposed to international competition. Managing such businesses requires understanding of currency risks and global financial environment. The objective of this course is to provide students with an in depth knowledge of these issues.

The main topics covered in this course are: forex markets, international Parity conditions, forex risks, currency derivatives and hedging issues, issues with currency investment strategies, issues with cross border financing decisions and cross border investment decisions. Provide students with a basic knowledge of how international financial markets work. The objective is to provide students with an understanding of exchange rates and why currency values fluctuate, explore methods used to manage risk in the global markets, support student learning through site visits to cultural and financial centers and provide an in-depth understanding of the process and techniques used to make international investment decisions.

Intended Learning Outcomes

The students will learn the following:

- How the international business operates?
- What are the determinants of exchange rate?
- Role of International financial institutions in the international trade practices
- How the international financial market operates?
- How to finance the international trades?

Course Contents

- **Module-I- Introduction to International Finance:** An Introduction to international financial management and overview of international business environment. International Flow of funds: BOP, Factors affecting international trade flows. Agencies in international transactions- IMF, World Bank, OECD
- **Module-II- International Financial Market:** Foreign Exchange Market, International Money market, Dealing with International Bond & Stock Market. How Financial Markets serve MNCs.
- **Module-III-Exchange Rate Determination:** Measuring Exchange rate movements- DD for a currency and Supply of a Currency and the change. Exchange rate movements, Shifters or Drivers of exchange rates,

movements in cross exchange rates, concepts of international arbitrage, interest rate parity, and purchasing power parity and the international Fisher effect; Nominal and Real Effective Exchange Rate.

- **Module- IV- Exchange Rate Behaviour:** Exchange rate system- Fixed , Flexible & Managed Exchange Rate. Intervention as a policy tool, Exchange Rate Risk Management. Why do firms forecast exchange rate. Forecasting techniques
- **Module- V- International Trade Terms & Trade Financing:** Trade contract and trade terms; Trade terms and need for standardization; INCOTERMS. Trade Financing: Sources and schemes of trade finance; Pre and post –shipment export credit schemes and methods of financing; Packing credit advance details; Post-shipment advance; Import financing – buyer’s credit, supplier’s credit. Export Payment Terms: Credit risk management and payment terms; Main features of payment terms - Advance payment, open account, documentary collection, documentary credit – Documentary collection –DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation.

Text Book:

Title	Author(s)	Publisher	Edition
International Financial Management	Jeff Madura	Cengage	12 th

Reference Books:

Title	Author(s)	Publisher	Edition
International Trade Finance – IIBF		Taxmann	1 st , 2017
Multinational Finance	Eteman, Stonehill and Moffett	Pearson	12 th , 2011
Multinational Financial Management	Alan C. Shapiro	PHI	4 th , 2000
International Financial Management	Maurice D Lev	Routledge Taylor & Francis Group	Special Indian 4 th Edition

SPECIALIZATION GROUPS & COURSES

ANALYTICS

BM3802: Business Analytics

Introduction

Corporates are generating and storing huge volume of data through ERP implementation, Internet of things, social media and different audio/video encodings. The challenge is to browse through the huge volume of data and to create stories out of them, which would further be useful for increasing top-line of companies or mitigating risk. This course introduces the various facets of data and its distributions. It opens the student to the applications of discrete mathematics, probability and statistics in the area of data science. It introduces the descriptive statistics, data visualization and interpretations. The course will also introduce the programming language R/ Python, which is available as an open source.

Intended Learning outcomes

- To know the importance of big data in management and its properties
- To understand various types of data and data distribution.
- To develop awareness to apply business communication through data-driven information
- To analyze natural processes by relating them to a certain data distribution
- To understand and create statistical charts and tables as a part of business analytics projects
- To use the globally used statistical software - R/ Python in relevant areas

Contents

- **Module I**
 1. Introduction
 2. Role of Data in Organization
 3. Business importance of Data
 4. Data lifecycle. (Data source, data changes, processes, usage)
 5. Business Analytics projects lifecycle- Industry perspective
- **Module II**
 1. Data representation forms (linear, exponentials, logarithmic)
 2. Various data types (numeric, categorical)
- **Module III**
 1. Discrete mathematics
 2. Understanding distributions in Data

3. Fundamentals of probability (Basic Idea, expectation, probability calculus, conditional probability)
 4. Probability distribution function (uniform, normal, binomial, chi-square, student's t distribution)
 5. Central limit theorem, central tendency of data concepts
- **Module IV**
 1. Data visualization concepts; (scatter plot, pie chart, histogram, bar chart, box plot, density plot, area plot, etc)
 2. Data visualization using R/ Excel
 - **Module V**
 1. Concepts of data cleaning; importance in analytics
 2. Introduction to predictive analytics
 3. Supervised vs. unsupervised learning (concepts only)

Text Books

Title	Author(s)	Publisher	Edition
Business Analytics: Data Analysis and Decision making	S Christian Albright & Wayne L.Winston	Cengage	5 th

Reference Books

Title	Author(s)	Publisher	Edition
Storytelling with Data: A Data Visualization Guide for Business Professionals	Cole Nussbaumer Knaflic	John Wiley & Sons	1 st
Business Analytics	James E Evans	Pearson	3 rd
Data Science & Big Data Analytics, Discovering, visualizing and presenting Data	David Dietrich, Barry Heller, & Beibei Yang	Wiley	1 st
R for Everyone, Advanced Analytics and Graphics	Jared P. Lander	Addison Wesley	1 st
R for Data Science, Import, Tidy, Transform, Visualize, and Model Data	Hadley Wickham & Garrett Golemund	O'REILLY	1 st
Ggplot2, Elegant graphics for data analysis	Hadley Wickham	Springer	2 nd
Let Us Python	Yashavant Kanetkar	BPB Publication	2 nd

Project work

Forecasting sales in malls, Predicting success of products using data

BM3803: HR Analytics

Introduction

Today, students need to understand the dynamics of data driven decision making in Human resource management verticals. HR analytics aim to provide insight into how best to manage employees and reach business goals. Because so much data is available, it is important for HR teams to first identify which data is most relevant, along with how to use it for maximum ROI. The course intends to familiarize the students with the scope, techniques, benefits and challenges of analytics in Human Resource Management.

Intended Learning outcomes

- To learn and comprehend scope, techniques, benefits and challenges of analytics in Human Resource Management
- To understand new employee behavior through data analysis
- To be well acquainted with different types of HR analytics and apply in different HR functions
- To analyze and correlate various types of data and understand the patterns behind important concerns such as low employee performance, compensation revision, etc.
- To create predictive models for better understanding employee behavior, employee performance, etc.
- To develop HR strategies and make decisions to improve the overall performance and employee satisfaction level.

Contents

- **Module I**
 1. Introduction
 2. Overview of HR Analytics
 3. Levels of Analytics
- **Module II**
 1. Role of Data in HR decision making
 2. Different tools of HR analytics
- **Module III**
 1. Understanding of different HR metrics such as recruitment metrics, T & D, performance
 2. Understanding data in HR domain
 3. Overcoming data related problems- Data cleaning

- **Module IV**

1. Descriptive HR Analytics: Use of SPSS for HR analytics
2. Creating Dash board and data visualization using Excel
3. Use of SPSS for Predictive HR analytics
4. Use Tableau for data visualization

Text Books

Title	Author(s)	Publisher	Edition
Human Resource Analytics: Theory and Application Techniques	Swati Dhir and Suparna Pal	Cengage	1 st , 2021

Reference Books

Title	Author(s)	Publisher	Edition
HR Analytics: Connecting Data and Theory	Swati Dhir and Suparna Pal, Sunil Maheshwari	Wiley	2020
HR analytics, Understanding Theories and Applications	Dipak Kumar Bhattacharyya	Sage	1 st

Project work

Using data to study employee attrition, absenteeism, employee satisfaction and other HR concerns.

BM3804: Marketing Analytics

Introduction

The goal of this course is to develop a disciplined process for addressing marketing issues and problems in a variety of settings, and to give students the tools and background necessary to think through marketing and business problems. The course helps in developing these skills in a deep-rooted manner so that students retain the marketing skills learnt through the course. Live projects would encourage students to apply the concepts and generalizations to a real-life product or service. The general route to be followed in the course is concept learning followed by illustration and finally application of the concepts in as real a setting as possible within the boundaries of the course and the institutional educational setup.

Intended Learning outcomes

- To understand the performance of a marketing activity with data
- To articulate the major marketing concepts and models learnt through the course through analysis in various software
- To apply technology and analytical processes to marketing-related data
- To analyze the importance of marketing as a function in a business organization using data backed decisions' making process
- To apply and evaluate to the linkages of marketing as a function to other functions within a business organization
- To create marketing strategies with the help of data analysis.

Contents

▪ Module I

1. Introduction to Analytics: Importance of analytics in business world, data driven decision making, and uses of analytics in various fields of E-commerce, FMCG, Media industry etc.
2. Summarizing the Marketing Data: Analysing the sales data with various angles. Use of Pivot Table to understand and analyse the data. Use of real-world data to explain the example.

- **Module II**
 1. Market Forecasting using simple Linear Regression and Correlation: Understanding the importance of forecasting in Marketing and thus using Simple Linear Regression to summarize various relationships
 2. What do customers want – Conjoint Analysis: Understanding the basic principles of consumer behavior and interpreting the results through Conjoint analysis

- **Module III** - Retail analytics: Understanding the market lift analysis and calculation of lift for two products. How to allocate retail space and resources

- **Module IV** - Advertising analytics: Measuring the Effectiveness of advertising spend and understanding the various media selection models

- **Module V** - Communication Analytics, Sentiment Analytics, Social Media Analytics

Text Books

Title	Author(s)	Publisher	Edition
Marketing Analytics	Wayne L Winston	Wiley Publication	1 st

Reference Books

Title	Author(s)	Publisher	Edition
Cutting-Edge Marketing Analytics- Real World Cases and Data Sets for Hands	Rajkumar Venkatesan Paul Farris Ronald T. Wilcox	Wiley	2 nd

Project work

Using data to study product development, customer trends and preferences, brand building through social media.

BM3605: Data Mining

Introduction

This course will impact emerging trends in data mining and to help students understand and appreciate the importance of making meaningful use of large volume of data for the purpose of decision-making in the complex and ever changing business environment. The students will be exposed to real life business applications through student projects. Students will be able to differentiate decisional systems from operational systems. They will understand and apply data mining tools and techniques. Students will also be made aware on Best practices and trends of Data Mining.

Intended Learning outcomes

- To differentiate decisional systems from operational systems
- To understand data warehousing and Data mining concepts
- To understand the basic Data mining techniques and applications
- To understand basic application of data mining in various business domains

Contents

- Introduction to operational systems,
- Database concepts, Normalization (1st, 2nd and 3rd NF) and applications. Difference between operational and decisional systems
- Introduction to Data warehousing, necessity and commercial application of Data warehouse, architecture of DW, ETL Process and applications. Introduction to data mining, importance, KDD vs. data mining,
- Introduction to data mining techniques like Association Rules, Classification technique and Clustering
- Introduction and overview of decision tree and neural networks.
- Introduction to k means clustering application with use of Microsoft Excel template
- Introduction to web mining, Mining for e business and text mining. Business Cases on Telecom, Banks and intrusion detections.

Text Book:

Title	Author(s)	Publisher	Edition
Data Mining	Vikram Pudi and P. Radha Krishna	Oxford	Latest

Reference Books:

Title	Author(s)	Publisher	Edition
Decision Support And Business Intelligence Systems	Turban Efraim (et al)	Pearson	Latest
Making Better Business Intelligence Decisions Faster	Elizabeth Vitt, Michael Luckevich and Stacia Misner		Latest
Business Intelligence, Data Mining And Optimization For Decision Making	Vercellis Carlo, John Wiley	Wiley	Latest
Data mining for business intelligence: concepts, techniques and applications in Microsoft office excel with xl miner	Shmueli Galit (et al)	Wiley	Latest
Business intelligence in the digital economy: opportunities, limitations and risks	Raisinghani Mahesh		Latest
