

Semester	Paper no	Title	No of Teaching hours /week	Duration of the semester end Exams	Maximum Marks for the semester end Examination	Minimum Passing Marks for Semester End Examination	Internal assessment Marks
I	1.1	Kannada	04	03	90	32	10
I	1.2	English	04	03	90	32	10
I	1.3	Principles of Management	04	03	90	32	10
I	1.4	Business Environment	04	03	90	32	10
I	1.5	Financial Accounting	04	03	90	32	10
I	1.6	Quantitative Techniques-I	04	03	90	32	10
I	1.7	Computer Fundamentals	04	03	90	32	10
II	2.1	Kannada	04	03	90	32	10
II	2.2	English	04	03	90	32	10
II	2.3	Organizational Behavior	04	03	90	32	10
II	2.4	Business Economics	04	03	90	32	10
II	2.5	Quantitative Techniques-II	04	03	90	32	10
II	2.6	Banking & Insurance	04	03	90	32	10
II	2.7	Environmental Sciences	04	03	90	32	10
III	3.1	Kannada	04	03	90	32	10
III	3.2	English & Business Communication (50+50)	04	03	90	32	10
III	3.3	Entrepreneurship Development	04	03	90	32	10
III	3.4	Business Law	04	03	90	32	10
III	3.5	Corporate Social Responsibility	04	03	90	32	10
III	3.6	Cost Accounting	04	03	90	32	10
III	3.7	Constitution of India	04	03	90	32	10
IV	4.1	Kannada	04	03	90	32	10
IV	4.2	English & Business Communication (50+50)	04	03	90	32	10
IV	4.3	Production Management	04	03	90	32	10
IV	4.4	Financial Management	04	03	90	32	10
IV	4.5	Human Resource Management	04	03	90	32	10
IV	4.6	Marketing Management	04	03	90	32	10
IV	4.7 OEP	Personality Development and softskills	04	03	90	32	10

V	5.1	Business Research Methods	04	03	90	32	10
V	5.2	International Business Environment	04	03	90	32	10
V	5.3	E-Commerce	04	03	90	32	10
V	5.4	Taxation Management	04	03	90	32	10
V	5.5	Strategic Management	04	03	90	32	10
V	5.6	Elective- paper- I	04	03	90	32	10
V	5.7	Elective- paper- II	04	03	90	32	10
VI	6.1	Operations Research	04	03	90	32	10
VI	6.2	Management Information Systems	04	03	90	32	10
VI	6.3	Management Accounting	04	03	90	32	10
VI	6.4	Services Management	04	03	90	32	10
VI	6.5	Elective –Paper-I	04	03	90	32	10
VI	6.6	Elective- paper- II	04	03	90	32	10
VI	6.7	Project Report & Viva voce	04	03	90	32	10

**NEW SYLLABUS FOR BBM (UG) WITH EFFECT FROM 2016-17 ONWARDS
BACHELOR OF BUSINESS MANAGEMENT**

Electives Fifth semester

Finance	Human Resource Management	Marketing Management
(5.6) Corporate Finance	(5.6) Human Resource Development	(5.6) Product Management
(5.7) International Finance	(5.7) International HRM	(5.7) International Marketing

Electives Sixth semester

Finance	Human Resource Management	Marketing Management
(6.5) Investment Management	(6.5) Labour Laws	(6.5) Rural Marketing
(6.6) Financial Markets & Services	(6.6) Talent Management	(6.6) Supply Chain Management

Note: - Project guidance of 10 students is equivalent to four (04) hours of teaching per week students should be taken for Industrial visit in the final year of the programme and should be asked to submit a report to the HOD of the department.

FIRST SEMESTER

(1.3) PRINCIPLES OF MANAGEMENT

Unit – I: Introduction to Management:

14 Hrs

Meaning & Definitions – Nature of Management – Scope and functional areas of management – Management as a Science, Art, and Profession – Administration V/s Management – contribution of F.W. Taylor, Henry Fayol, P.F. Drucker, Recent Management thinkers (in brief).

Unit – II: Planning:

10 Hrs

Meaning & Definition – Significance – Planning Process – Types of plan – Steps in planning - Decision Making, process of decision making, Types of Decision making, MBO & MBE meaning and significance

Unit – III: Organizing & staffing:

14 Hrs

Meaning & Definitions – Principles of Organizing – Organizational Hierarchy – Types of Organisation Structures – Line, Staff, Functional – Committees – Formal & Informal Organizations – Departmentation – Centralization & Decentralization – Span of Control – Authority & Responsibility – Delegation of Power.

Unit –IV: Directing:

14 Hrs

Meaning & Definitions of Directing – Leadership styles, Co-ordination: Meaning & Definitions – Importance – Techniques of Co-ordination- Motivation, Theories of Motivation (Maslow & Herzberg theory)

Unit –V: Controlling:

8 Hrs

Meaning – Definition, Types of Control, Steps in control – Essential of a sound control system – Techniques of Control.

Skill Development Activities

1. Visit an organization and prepare a chart on the hierarchy of management.
2. Prepare a list on the roles and responsibilities of a manager of any company which you have visited
3. Prepare a diagram of decision making in organization of your choice.
4. Prepare organization chart of any company which you have visited.
5. List out the factors that motivate Employees in an organization.

Reference

Koontz & O' Donnell	-	Essentials of Management
Robert Kreithner	-	Principles of Management
J.S. Chandan	-	Management Concepts & Strategies
Sharma & Gupta	-	Principle of Management
Chunavalla & Srinivasan	-	Management Principle & Practice
T.N. Chabra	-	Principles of Management

(1.4) BUSINESS ENVIRONMENT

UNIT-1: Business environment:

11 Hrs

meaning and definition, scope and nature, characteristics of contemporary business, objectives.

Unit-II - Environmental factors

14 Hrs

Technological factors, political factors, economic factors, social and cultural factors, Natural environment. PPP (Public Private Participation)

UNIT- III - policies for Business

14 Hrs

Industrial Policy (Recent), monetary and fiscal policies, Tools for credit control, New Economic policy (Union Budget),

Unit-IV- Global Environment

11 Hrs

India, WTO and Trading Blocks, SAARC, ASEAN, G-8 countries, NAFTA, SAFTA, European Union, OPEC and OECD. BRIC Bank.

UNIT-V: Recent trends in Indian Business Environment

10 Hrs

Dis -investment, FDI, Navarathna and Maharathna (Status to PSE) SEZ's, NZIP (National Zones for Industrial Promotions), Industrial Corridors , SPV (Special Purpose Vehicles)

SKILL DEVELOPMENT ACTIVITIES:

1. International Cultural environment- The problems faced by MNC's
2. Analyze the elements of globalization and role of WTO
3. Globalization of Indian Business and impact or Privatization of Indian business- present case.
4. choose any one change in any of the economic policies and show the impact or how does the change affect the business.
5. List out different Trading Blocks in international trade.

Reference

1. Economic Environment of Business – Misra S. K & Puri V. K.
2. Business Environment: Text and Cases - Justin Paul.
3. Business Environment - Fernando.
4. Business Environment – R ay prakash Reddy
5. Business Environment by Francis Cherunilam
6. Business Environment by S. Adikari

(1.5) FINANCIAL ACCOUNTING

Unit –I-Introduction

11 Hrs

Meaning of accounting — Accounting concepts & conventions — basic concepts of double entry system of book keeping (IAS, GAAP), Introduction to financial accounting - meaning & importance — preparation of journal & ledger.

Unit – II Subsidiary books

11Hrs

Subsidiary books — purchase book — sales book — purchase returns book —Sales returns book — Bills receivable book - Bills payable book — Cash book (Problems on purchase book, sales book and three column cash book only)

Unit – III- Trail Balance

14Hrs

Preparation of trial balance (Problems only) - preparation of final accounts of sole trading concerns — trading account, profit and loss account and Balance sheet.

Unit – IV Depreciation Accounting

12Hrs

Depreciation Accounting - meaning, causes, methods, problems on straight line method and reducing balance method only.

Unit – V- Reconciliation Statements

12 Hrs

Meaning, Features, Reasons, Methods and Steps for preparation of – Bank Reconciliation, receivables, payables AND Stock reconciliation Statements (Problems)

Skill Development Activities

1. Writing up of subsidiary books
2. Preparation of Bank Reconciliation statement.
3. Conversion of Single entry into Double entry – steps involved and numerical example.
4. Accounting Equations.
5. Preparation of trading, profit and loss account of a sole trader from a trial balance.

References:

1. Fundamentals of Accounting - Appanaiah and Srinivasa Putty R.
2. Financial Accounting - Anil Kumar, Mariyappa & Rajesh
3. Financial Accounting - Jain & Narang.
4. Financial Accounting – Ashish Bhattacharya
5. Financial Accounting – Maheshwari S.N

(1.6) QUANTITATIVE TECHNIQUES-I

Unit I: Progressions

10 Hrs

Arithmetic progressions – finding n^{th} term of an AP – Sum to ‘n’ terms – Arithmetic mean – Geometric Progression, finding n^{th} term of GP – sum to ‘n’ term – Geometric mean.

Unit- II- Matrices & Determinants

14 Hrs

Introduction, Meaning, types of matrices – Operations of addition, subtraction, Multiplication of two matrices – problems transpose of matrix, Determinant of matrix – Minor of an element, co-factors, adjoint of matrix, Singular and non-singular matrices – Inverse of a matrix – problems on linear equations in two variables using Cramer’s rule.

Unit -III- Theory of equation

12Hrs

Linear equations – Quadratic equations – Solutions of linear and quadratic equations – Solutions of systems of linear equations in the two variables – Business applications equations, Logarithms, permutation and Combinations.

Unit –IV- Commercial Arithmetic- I

12 Hrs

Simple interest, Compound interest including half yearly & quarterly calculations, Annuities percentages, Bills, discounting, concepts of ratio. Proportions, third, fourth and inverse proportion – problems

Unit –V- Commercial Arithmetic- II

12Hrs

Insurance premium calculation, Commission, Installment buying, Bills of Exchange, profit and loss, Mixtures and allegations, Stocks and Shares, partnership and Joint Stock Companies.

Skill Development Activities

1. Application of matrix problems on business.
2. Application of equations to the Business situation.
3. Problems on simple & compound interest.
4. Calculation of Annuities, percentages & bill discounting.
5. Collecting information about calculation of interest in banks on various types of deposits.

Reference

1. Dorai Raj S. N – Business mathematics
2. P. R Vital – Business mathematics
3. G. K Ranganath, C. S. Sampangi Ram & Y Rajaram – A text book of Business mathematics.
4. Ranganath – Business mathematics
5. G. R Veena & Secma – Business mathematics & Statistics.
6. Dikshith & Jain – Business mathematics.

Second Semester

(2.3) ORGANIZATIONAL BEHAVIOUR

UNIT -I- Organizational Behavior

10 Hrs

Meaning and Definition – Significance – scope – Nature of OB-Application of OB in Management – contributions of other disciplines. -

UNIT -II- Individual Behaviour

12 Hrs

Personality, Perception and Attitudes - meaning, definition, Determinants of Personality – individual differences and similarities – Perception- Meaning and definitions – perceptual process-factors influencing perception- Attitude: Meaning & Definition – components of Attitude – Attitude formation & its measurements, Emotional Intelligence.

UNIT -III- Learning

12 Hrs

Meaning & definition – Principles of learning – Reinforcement – observational learning – Cognitive learning, theories of learning, Experiential learning, self - directed learning, Learning organizations, E- Learning meaning and Aims.

UNIT -IV - Group Dynamics and organizational change

14 Hrs

Meaning and definition of group – Types of group – formation of Group– Organizational change – Change process – types of changes – Factors influence change, Negotiation and conflict management- nature and process of conflict, resolution of Conflict.

UNIT -V – Recent Trends in OB

12Hrs

Managing Cross cultural organizations, cultural dimensions, innovation and knowledge management, Stress management, causes of stress, levels of stress, managing stress.

Skill Development Activities

1. List out the factors of individual differences.
2. Characteristics of attitudes and components of attitudes – A brief explanation
3. List the determinants of personality
4. Factors influencing perceptions – A brief explanation
5. List the characteristics of various leadership styles.

Reference

1. Organizational Behavior – V.S.P. Rao and Narayan
2. Organizational Behavior – Sharma and Gupta
3. Organizational Behavior – Subba Rao
4. Organizational Behavior - O. Jeff Harris and Sandra J. Hartman
5. Organizational Behaviour - Fred Luthans
6. Organizational Behaviour - Keith Davis

(2.4) Business Economics

Unit -I -- Introduction to Business Decisions

14Hrs

Meaning of Decisions – Features & Importance – Basic Concepts of Business decisions – factors influencing Business decisions, Goals of Business – Economics Goals – Social Goals – Strategic Goals - Profit maximisation Vs Optimisation of profits.

Unit -II - Demand and Revenue Concepts

12 Hrs

Meaning of demand – Determinants of demands - Demand Schedule – The Demand curve – The Law of Demand – Exceptions to the law of demand, Demand Distinction (types of demand) - Elasticity of Demand, Price elasticity, Types, Demand Forecasting – Types and Techniques (Least square & Moving Average), Revenue concepts – Total revenue, Average revenue, Marginal revenue.

Unit -III- Production and cost analysis

11 Hrs

Concepts of production function - Laws of returns to scale laws of variable proportion, Equilibrium through Iso quants and Iso cost curves. Cost concepts: Fixed and variable cost, Explicit and implicit cost Marginal and average cost opportunity cost - Problems on cost behavior.

Unit –IV- Market structure and Business Cycle

12 Hrs

Perfect competition, Monopoly, Monopolistic competition, Oligopoly, Duopoly, (features), types of pricing

Business cycles- Meaning – Features – Phases of a trade cycle –Adjusting Business plans to cyclical situations.

Unit –V-Economic Indicators and recent trends

11Hrs

Meaning, Methods & difficulties of Measuring National income, uses of National Income, Meaning of GNP, GDP, NNP, PI, DPI. Recent trends- inflation, - types of inflation, stagflation, Quantitative easing,

Skill Development Activities

1. An Illustration on Calculations of opportunity cost and economic profit.
2. Construction of Return of Scale curve.
3. Separation of fixed and variable cost from total cost and deriving marginal cost from total cost.
4. Track the performance of GDP and Inflation for the current fiscal year.
5. Make an analysis of economic survey and Budget for the current fiscal year.

Reference

1. Managerial Economics - Varsheney & Maheswari.
2. Managerial Economics - D. M Mithani
03. Managerial Economics – Dwivedi
04. Managerial Economics - Gupth and mote

(2.5) Quantitative Techniques –II

Unit-I- Introduction to statistics

12 Hrs

Meaning, Definition, Scope, Functions, Descriptive statistics, application of statistics, limitations of statistics, Classification and formation of frequency distribution, Diagrammatic and Graphic Representation Introduction – Significance – Difference between Diagrams and Graphs – Types of Diagrams.

Unit-II Measures of Central Tendency

10Hrs

Definition of averages, objectives, Mean (Simple &Weighted), Median, Mode (without grouping). G.M & H.M Business application problems.

Unit-III Measures of Dispersion

14 Hrs

Measures of variation- Range, Quartile Deviation, Mean Deviation & Standard Deviation, Co-efficient of variation (problems)

Unit-IV- Relationship Analysis

12 Hrs

Correlation & Regression analysis- Meaning, utility-Types: Karl Pearsons -coefficient of correlation- Spearman's rank correlation (excluding probable error) Regression Analysis-Meaning, Equations.

Unit- V- Index Number and Time Series

12Hrs

-Meaning, types, Methods of constructing Index numbers, Simple average &Weighted average-Laspeyres, paasches, Fishers Ideal method: TRT & FRT, Consumer price Index- Family Budget method & Aggregate expenditure method , Time Series (Problems)

Skill Development Activities:

1. Collect the marks of 50 students in your class in any subject & prepare a frequency table.
2. Find mean &median marks in two subjects taking the marks from students of your class & make comparison.
3. Construct a consumer price Index with imaginary items and group indices.
4. Collect the stock prices of any 2 companies from a newspaper for a period of 10 days and find which company's share is more variable & more consistent.

Reference:

Statistical Methods - S.P Gupta
Statistics - Dr.Sancheti & Kapoor
Statistics - S.C Gupta
Statistics - Pillai & Bagavathi
Business Statistics - Chikkodi & B.G Sathya prasad.

(2.6) BANKING AND INSURANCE**UNIT -I – Introduction****10 Hrs**

Meaning, Definition of Bank, types, functions - merchant banking, underwriting, central Bank-functions, Role of banks in economic development, relationship between banker and Customer, types of accounts, negotiation.

UNIT II- Banking operations and innovations**12Hrs**

Debit card and credit cards- internet banking, ATM, electronic funds transfer, MICR-IFSC-, NEFT, RTGS, mobile banking Retail Banking, E-Lounge, White label ATMS, KYC, Reverse mortgage, Money laundering.

UNIT -III- Insurance**12Hrs**

Meaning and definition, characteristics of insurance contract, functions of insurance, principles of insurance contract, reinsurance and double insurance, distribution models- Bancassurance, Agency, direct sales.

UNIT –IV-Life insurance and general insurance**14 Hrs**

Meaning and definition, essentials features of life assurance, classification of life insurance policies, ULIP General insurance- Meaning and definition of general insurance, growth of general insurance, marine insurance-meaning and kinds of marine insurance policies; fire insurance meaning and types of fire insurance,

UNIT –V- New trends and regulations**12 Hrs**

BASEL -III Norms – Meaning, significance and need, IRDA- objectives and basic provisions, Micro insurance, health insurance., NPA, Micro finance, Agri insurance and property insurance.

Skill Development Activities

- 1 Write an assignment on recent cases on NPA.
- 2 Visit Micro finance cluster/ self-help group and prepare report.
- 3 Make comparative analysis of various insurance products through www.policybazar.com
- 4 Visit any insurance company and collect details of policies and schemes.
- 5 Conduct an awareness camp in rural areas on insurance benefits and prepare a group report.

Reference

- | | | |
|--------------------------------------|---|-----------------------------------------|
| 1. Maheshwari .S.N. | : | Banking Law & Practice |
| 2. Lan Nigam .R.M. | : | Law & Practice of Banking |
| 03. Shekar .K.C. | : | Banking Theory Law & Practice |
| 04. Indian Institute of Publications | : | Commercial Banking Vol. 1,2 &03 |
| 5.Insurance: | | Principles and Practice by: M.N. Mishra |
| 6.Insurance : | | Sharma |
| 7.Principles of Insurance law: | | M.N. Shrinivasan |
| 8.Insurance : | | Dins Dale |

III SEMESTER

(3.3) Business Communication - I

Unit I - Introduction to Business Communication

10 Hrs

Meaning & Definition, Objectives, Characteristics of Effective Organizational Communication, Basic Forms of Communication, Process of Communication, Principles of Effective Business Communication, 7 C's of communication.

Unit-II Channels of Communication

8 Hrs

Channels—Formal and Informal—Vertical, Horizontal, Diagonal, Grapevine, importance of grapevine, Medias of Communication, Barriers to Communication, overcoming Barriers to Communication.

Unit-III- Written communication

10 Hrs

Written Communication, need, functions & Kinds and Principles of Letter Writing – Planning Business Letters Structure and Layout-Specimen, Reports Importance and Types –Structure and Layout of Reports Preparation of reports for different Business situations, writing of press note.

Unit IV- Non Verbal Communication

12 Hrs

Non-verbal communication - personal appearance, posture - body language - use of charts , diagrams & tables - audio visual aids for communication - Dyadic Communication: face to face communication - telephonic conversation.

Skills Development work:

1. Visit an organization and prepare a report on the communication channels.
2. Identify the Digital media of Communication used in business.
3. Prepare a press note on Annual day celebration of your college.
4. prepare a report on the function organized in your college.

Reference:

1. Business Communication – (R.O.Shrma & K.Mohan) & Report writing
2. Commercial Correspondence - Urmila Rai
3. Commercial Correspondence – Majumdar
4. Business Communication – Madhukar
5. Effective Business English & Correspondence – Ramesh & Pattana Setty

(3.4) Entrepreneurship Development

Unit -I- Entrepreneurship:

10 Hrs

Introduction to Entrepreneur, Entrepreneurship and Enterprise - Importance and relevance of the entrepreneur - Factors influencing entrepreneurship - Pros and Cons of being an entrepreneur - Women entrepreneurs, problems and promotion - Types of Entrepreneurs - Characteristics of a successful entrepreneur - Competency requirement for entrepreneurs.

Unit -II- Micro Small and Medium Enterprises

14 Hrs

Small scale Industries– definition, meaning, product range, capital investment, ownership patterns - MSME Importance and role played by MSME in the development of the Indian economy - Problems faced by MSME's and the steps taken to solve the problems - Policies governing MSME's – Sickness in MSME's Causes of industrial sickness – Preventive and remedial measures for sick industries.

Unit –III- Business Plan (BP)

14 Hrs

Meaning of Business Plan, Importance of Business Plan, Environmental Scanning, preparation of Business plan. Typical BP format - Financial aspects of the BP - Marketing aspects of the BP - Human Resource aspects of the BP - Technical aspects of the BP - Social aspects of the BP - Preparation of BP - Common pitfalls to be avoided in preparation of a BP

Unit -IV- Institutional Support

12 Hrs

Financial assistance through SFC's, SIDBI, Commercial Banks, KSIDC, KSSIC, IFCI, - Non financial assistance from DIC, SISI, EDI, SIDO, AWAKE, TCO, TECKSOK, KVIC – Financial incentives for MSME's , and Tax Concessions - Assistance for obtaining raw material , machinery, land and building and technical assistance - Industrial estates – role and types, Government Support for MSME.s

Unit-V- Recent trends and Financial Avenues

10Hrs

Youth Entrepreneurship, first generation entrepreneurs, internet entrepreneurs, green entrepreneurship, venture capital funding, crowd funding, Seed Capital, Angel Investments

Skill Development Activities:

1. Prepare a Case study report to start a small scale unit.
2. Prepare a report on the survey of small scale unit in the region where your college is located.
3. How does an entrepreneur get assistance under Prime Minister Rozgar Yojana.
4. Collect the brochures from the agencies providing financial support for entrepreneurs.
5. Prepare a report of two entrepreneurs in your locality.

Reference:

1. Small Business Management & Entrepreneurship - Renu Arora
2. Dynamics of Entrepreneurship - Vasant Desai
3. Entrepreneurship Development and Small Business Enterprise - Poornima M. Charantimath
4. Entrepreneurship and Small Business Management - C.V.S. Murthy

(3.4) Business Law

Unit-I- Introduction to Business Law

12 Hrs

Introduction – Nature of Law, Meaning, Definition, Scope and sources of Business Laws, Meaning and Definition of Contract - Essentials of a Valid Contract with illustrations (case laws) Kinds of Agreement and Types of Contract - Classification of Contract - Discharge and Remedies for breach of Contract, Consideration: Meaning, Definition and essentials, exceptions to the rule, ‘no consideration no contract.

Unit-II- Company Act 2013

14 Hrs

Definition of Company, Types of Company, Formation of Company, Memorandum of Association and Articles of Association, Board of Directors, Functions of Board, Meetings- Different kinds of Meetings, Mergers and Acquisitions, Liquidation and Winding up of Company, Corporate Social Responsibility.

Unit-III- Competition and Consumer Laws

10Hrs

The competition Act, 2003: Objectives of competition Act, The features of Competition Act, components of Competition Act, Consumer Protection Act, 1986: Definition of the terms – Consumer, Rights of Consumer, consumer Dispute, Deficiency in Goods and Services, Unfair Trade Practices and services, Consumer Redressal Agencies – District Forum, State Commission, National Commission,

Unit-IV- Information law

14 Hrs

Information Technology Act,2000: Introduction to Cyber Law in India, Importance of Cyber Law, E-Commerce, Paperless Society, Digital Signature, Cybercrimes, Salient features of IT Act,2000. Right to information Act , 2005: objectives of the RTI Act, its scope , suo Moto disclosure, method of seeking information, who is eligible to get information, Authorities under the Acts, Right to Education- Objectives and Salient features.

Unit-V- IPR and FEMA

10 Hrs

FEMA 1999: Objects of FEMA, definition of important terms – authorized dealers, Currency, foreign currency, foreign exchange, foreign security, directorate of Enforcement, salient features of the FEMA, offences and penalties- Trade Related Intellectual Property Rights, Patents Act, Copy right Act, Trade Mark Act SARFAESI Act, (In Brief)

Skill Development Activities:

1. Draft a 'Rent Agreement' incorporating all the essential features of a Valid Agreement.
2. Draft application to the Chief Information Officer of any government office seeking information government spending.
3. Draft a complaint to District Consumer Forum on the Deficiency of service in a reputed corporate hospital for medical negligence.
4. Collect leading cyber cases and form groups in the class room and conduct group discussion.

Reference

1. Business Law - N.D. Kapoor,
2. Indian Business Law - S.K Agarwal
3. Business Law - K. Venkataramana.
4. Metrcantile Law- Arun Kumar

(3.5) CORPORATE SOCIAL RESPONSIBILITY

UNIT -I-Introduction to corporate Social Responsibility

12 Hrs

Corporate Social Responsibility- Meaning, definition scope of CSR, Social Responsibility of Business towards different groups (owners, employees, customers, Business dealers, Competitors, government and community) principles of CSR, Code of conduct for CSR, components of CSR, dimensions of CSR, implementing CSR strategy

UNIT -II Rationale of CSR

8 Hrs

Economic goals, profit maximization goals, sales maximization goals, wealth maximization goals, fallacy of maximization goals, corporate crimes-company and society relations- corporate social challenges-corporate Accountability-Business and ecology

Unit –III- Ethics

14 Hrs

Meaning, definition of ethics, types Importance and nature of Ethics relation between corporate responsibility & Business ethics. Ethics and organization: rational organization- employee's obligations to the firm, firms duties to the employees, broad ethical issues in society, managing ethics, Ethical issues in marketing-HRM-production and operations management-finance.

UNIT –IV Corporate Governance

14 Hrs

Corporate Governance- Meaning, Definition, what is good Corporate Governance? Issues in Corporate Governance, principles and Mechanisms of Corporate Governance, Corporate Governance ethics, obligations- Society, Employees, Customers, investors, managerial obligations.

Unit –V Whistle Blowing

12 Hrs

Whistle Blowing- meaning and definition, features of WB, - Types of WB, Motives of WB, Evaluation of WB, Advantages of WB, creating a WB culture in organization, CSR amendments in Companies Act 20103.

Skill Development Activities

1. Visit an organization and prepare a note on the discharge of CSR
2. Prepare a list on the good Governance practices.
3. Write CSR practices of any two organizations.
4. Discuss any two cases in the class.
5. Visit an organization and list out the ethical practices followed.

Reference:

- | | |
|--------------------------------------|---------------------------------|
| 1. Business ethics | R.V. Badhi, N.V.Badhi |
| 2. Business ethics by | L.P. Hartman, Tata Mc Grawhill. |
| 3. Business ethics by | W.H.Shaw-(Thomson) |
| 4. Corporate Social Responsibility – | C. Gopala Krishna |
| 5. Corporate Social Responsibility – | Sanjay.K. Agarwal |

(3.6) COST ACCOUNTING

Unit-I - Nature & significance of cost Accounting

10 Hrs

Meaning of cost, costing, cost accounting -Objective & importance of cost Accounting- Comparison between cost accounting and financial accounting- Elements of cost & its classification- Cost unit, cost Centre- Preparation of cost sheet– Tender &Quotations.

Unit-II – Materials

12 Hrs

Classification of materials-Purchase procedure- Material control - Level setting- EOQ- ABC Analysis- Perpetual Inventory system-Periodical Inventory system- JIT- Function of stores department-Bin Card- Methods of pricing of material issues- FIFO & LIFO only.

Unit -III – Labour

10Hrs

Direct & Indirect labour- Time keeping & time booking- methods of remunerating labour- Time rate & piece rate systems- Halsey & Rowan's premium plan- (Idle time& Overtime – Meaning &treatment).

Unit-IV-Overheads

12Hrs

Classification of overheads- Allocation & Apportionment of overhead, Basis of apportionment-Primary distribution Summary- Secondary distribution Summary (Repeated distribution method only), absorption of overheads (Machine hour rate only).

Unit-V - Methods of cost Accounting

14 Hrs

- a. Process costing (Excluding Inter process profits, Equivalent production, Joint & By-products).
- b. Contract Costing (Simple problems only).

Skill Development Activities

1. Classification of elements of cost incurred in production of a product.
2. Collect different formats for material requisitions, purchase requisitions & Bin card.
3. Collection & classification of overheads in an organization.
4. Collection of information from a company regarding Inventory management & Control.

Reference:

Cost Accounting-N.K Prasad
Cost Accounting-Nigam &Sharma
Cost Accounting-Jain & Narang
Cost Accounting-S.N Maheshwari
Cost Accounting-Dutta.
Cost Accounting-S.P Iyengar
Cost Accounting -M.N Arora

IV SEMESTER

(4.2) Business Communication – II

Unit-I Communication skills

10 Hrs

Meaning and significance of Communication skills - Intra personal communication and Body Language - Inter Personal Communication and Relationships, Importance of Soft Skills and Hard skills, problem solving, positive and creative thinking – lateral thinking, critical thinking

Unit-II- Business Etiquette

8 Hrs

increasing Vocabulary, Body language and mannerism, Gestures & Expression, Do's & Don'ts Dressing-up, Networking, Exchanging Business cards, Shaking hands, Mannerism-Table manners & etiquettes, phone & internet manners, preparation of self-introduction, Electronic Etiquette, Elevator Etiquette, public speaking

UNIT-III- CV Writing and Interview

12 Hrs

CV vs Resume, purpose of a CV, essential components of CV, Type & forms of C.V, Guidelines for Drafting C.V. Job Applications its types, forms and Contents, interview preparation and communication skills for interviews, Conducting & facing interviews, Mock Interview & Group Discussion.

Unit-IV Recent Trends

10 Hrs

Modern Forms of Communication –Internet/emailing Blind Carbon Copy (BCC), Carbon copy (CC) attachments, Computer mediated communication Video Conferencing, - Video, Audio, Web conferencing, webinars, Virtual fares, electronic tickers, mobile- hangouts, chats, Kindle, social Networking.

Skill Development Activity

1. Make a SWOT analysis of the candidates in the class.
2. Write an application along with CV for a Suitable Job
3. List out online job sites.
4. Conduct mock interviews by inviting application for a suitable job.

Reference:

1. B.N Ghosh, Managing Soft Skills for Personality Development, First Edition, Tata McGraw Hill Education.
2. Personality Development- E.B Hurlock- Tata McGraw Hill
3. Business Communication and Personality Development- Biswajeet Das and Ipseeta satpathy- Excel Books New Delhi.
4. Personality Development and Soft Skills-Barun.K Mitra- Oxford University Press
5. Business Communication – V.K. Jain and Omprakash Biyani
6. Commercial Correspondence – Urmila Rai.

(4.3) PRODUCTION MANAGEMENT**UNIT I- Introduction****10 Hrs**

Meaning & definition, Scope, functions, Evolution of production functions, operations and Strategic management, Plant lay out – types of Lay out, plant location- factors to be considered for location, Service Design- factors influencing service Design, process of service Design.

UNIT II- Forecasting**12 Hrs**

Capacity planning, Material Requirement Planning, (MRP) Master Production Schedule, Aggregate planning, demand forecasting techniques.

Unit-III- Production planning and Control**12 Hrs**

Production planning and control – Principle – Information flow – Routing – Scheduling – Functions of Dispatching – Control; Maintenance – Types of Maintenance – Breakdown – Preventive – Routine – Relative advantages, Maintenance scheduling, PERT and CPM.

UNIT IV – Material Handling and Inventory Management**12 Hrs**

Meaning, Definition and function, Integrated Material management, Advantage of integrated material management; Inventory Control: Function of Inventory Importance – Replenishment stock – Basic – Tools of Inventory control – JIT, ABC, – EOQ Inventory control of spares and slow moving item – Store Planning, vendor management.

Unit –V- Quality Management

14 Hrs

Meaning and definition of Quality, principles of Quality (Deming's) Quality Dimensions, quality Circles, Continuous Improvement (KAIZEN), introduction to TQM, Statistical quality control, Control charts acceptance sampling procedures, Meaning of ISO and ISO series, Lean Manufacturing, Flexible manufacturing System.

Skill Development Activity

1. Visit an industrial establishment & write a report on plant location & plant layout.
2. Write a note on quality policy of any organization
3. Write a note on industrial maintenance management
4. Make a list of ISO Standards.

Reference

Production and Operations Management – S.N chary
Production and Operations Management -C.N.Sontaki
Production and Operations Management –K.K.Ahuja
Production and Operations Management -S.Anil kumar & N.Suresh
Production and Operations Management -Ashwathappa

(4.4) FINANCIAL MANAGEMENT

Unit-I -Introduction to Financial Management

10 Hrs

Introduction – Meaning of finance – Business Finance – Finance Function – Aims of Finance Function. Financial Management – Nature and Scope – Objectives (Profit maximization, Wealth maximization and Maintenance of adequate liquid asset) – Finance manager – Role/Functions

Unit-II- Time value of Money

10 Hrs

Introduction – Meaning and definition, Need, Future value – Present value, Annuity, Sinking fund, (simple problems)

Unit-III- Financing Decision

14 Hrs

Introduction – Meaning of Capital Structure – Factors influencing Capital Structure – EBIT – EBT – EPS – Analysis – Leverages – Types of Leverages, Theories of Capital Structure – Simple problems.

Unit-IV-Investment Decision

14 Hrs

Introduction – Meaning and Definition of Capital Budgeting – Features – Significance – Process – Techniques – Payback period – ARR – NPV (Simple problems).

Unit-V-Dividend Decision and Working Capital (WC)

12 Hrs

Introduction – Meaning and Definition – Determinants of Dividend Policy – Types of Dividend, Meaning of WC, techniques of WC management, WC cycle.

Skill Development Activities

1. Visit an organization & discuss and record functions of financial manager of that organization.
2. With the help of imaginary figures ascertain P.V and F.V
3. With the help of imaginary figures compute operating, financial and combined leverage.
4. Evaluate the NPV of an investment made in any one of the capital projects with imaginary figures for 5 years.
5. Make a Capital structures analysis of companies in different industries.

Reference

1. Fundamentals of Financial Management - Khan and Jain
2. Fundamentals of Financial Management - I.M. Pundey
3. Financial management – Prasana Chandra
4. Financial Management - Paresh P. Shah

(4.5) HUMAN RESOURCE MANAGEMENT

Unit-1 Introduction to HRM

10 Hrs

Meaning, definition, scope, importance, objectives, difference between Personal Management and HRM, functions of HRM- Role of HR Manager-Evolution of HRM- HRM Policy, Need, advantages, and characteristics of sound HR policy.

UNIT-II Human Resource Planning and Procurement

10 Hrs

Meaning and definition of HRP objectives factors influencing HRP, Job Analysis, Job description, Job specification – (Meaning and Uses), Recruitment- sources of recruitment, selection – steps in selection, Types of tests & Interviews, Induction & Placement –Meaning & objectives.

Unit –III- Development and Career planning

13 Hrs

Training- Meaning, definition, need importance objectives, methods of training- on the job and off the job methods, development difference between training and development, career planning- meaning importance, stages of career planning, succession planning, difference between career planning and succession planning.

UNIT-IV Evaluating and Rewarding Employees

14 Hrs

Performance Appraisal: Definition, objectives and Importance of Performance Appraisal, Methods of Performance appraisal (traditional and Modern Methods), Compensation Management- Meaning, Components, Factors affecting wages and salary, Fringe benefits, Internal mobility - Promotion, Transfer and Separation (Meaning and types.)

Unit-V - HR in New Era

13 Hrs

HR in Virtual organization, HR in knowledge industry, HR Accounting and Auditing, HRIS, Flexi time, Dual career, Glass ceiling of employees. Moonlighting of employees. (Only conceptual knowledge) Emerging concepts like Employee well-being, Employee Engagement & Employer Branding.

Skill Development Activities

1. Visit any organization & analyse the HR Policy prevailing in the organization.
2. Conduct a survey on performance appraisal method adopted in an organization.
3. Visit any organization and analyse the measures taken to retain the employees.
4. Conduct a mock Interview inside a class room to acquaint them with selection procedure.
5. Visit an organization and prepare a report on the training methods adopted for different levels of employees.

Reference:

Human Resource Management-	Subba Rao
Personnel Management-	Edwin flippo
Fundamentals of Human Resource Management-	Dessler Gary
Human Resource Management-	Dr.Sharma & Shahsi K Gupta.
Human Resource Management-	C.B Gupta
Human Resource Management -	Biswajeet Pattanayak

(4.6) MARKETING MANAGEMENT

UNIT -1- Introduction to Marketing

10 Hrs

Introduction: Meaning – definition – Nature – Scope – Function of Marketing – Concepts of Marketing – Approaches to study of Marketing – Marketing mix, Marketing Environment: Elements of Micro and Macro Environment – Market Segmentation – Basis for Segmentation.

UNIT -II- Consumer Behaviour and CRM

12 Hrs

Consumer Behavior: Consumer concept – Buyer – Customer – factors influencing consumer Behavior Buying decision making process, CRM- meaning, Types of CRM and Process of CRM, Consumer Behavior and CRM.

UNIT –III-Products and Brand

14 Hrs

Product: Types of Products – Product Mix – Product – Life cycle – New Product development – Branding, types of Brand, product positioning and Brand Positioning, packaging & Labeling (meaning only) Pricing: Price – Factors influencing pricing – pricing policy – methods of pricing.

UNIT –IV-Advertising and Sales promotion

12 Hrs

Promotion: Promotion mix – Advertising – Sales Promotion publicity – personnel selling – Public Relations- n Social media, Digital Advertising, Transit advertising, Channels of distribution: Physical distribution – Types of channels – factors in influencing channel decision.

UNIT -V- Recent Trends in Marketing

12 Hrs

Green marketing E- marketing, Event management, M- Marketing, Relationship marketing, Neuro marketing, Experiential marketing, Ambush marketing, Viral marketing, content Marketing (meaning and Significance).

Skill Development Activities

- 1 Survey a Retail outlet to analyze the selling approach.
- 2 Scan the market environment for IT solutions in your area. Segment Mobile phone market.
- 3 Visit a rural area study the brand awareness of a product of your choice.
- 4 Examine the user's / buyers response for price hike in the market.
- 5 Evaluate the distribution channel of any organization.

Reference:

1. Principles of Marketing - Philip Kotler
2. Marketing Management - Ramaswamy and Namakumari
3. Marketing Management - Karunakaran
4. Marketing Management - Chunawala
5. Marketing Management - J.C. Gandhi

Open Elective Paper

(4.7) Personality Development & Soft Skills

Unit -1 Introduction to communication**10 Hrs**

Communication skills, forms of communication, Body Language, Seven C's of effective communication, listening, anatomy of poor listening, strategies for delivery of verbal and non-verbal communication, public speaking, Steven Covey's 7 habits of highly effective people.

Unit -2 – Personality**12Hrs**

personality-meaning and definition, personality types, determinants of personality, personality traits, SWOT analysis, self-esteem, advantages of high self-esteem, self-awareness, importance of self-awareness, Johari window

Unit -3 personality development**14 Hrs**

personality development, Techniques in Personality development, Self-confidence, Mnemonics Goal setting, setting of SMART Goals, strategies to achieve goals, Time Management and effective planning, time management skills, Body language, good manners and etiquettes.

Unit -4 Soft skills, hard skills**12 Hrs**

Soft skills, hard skills, meaning, difference between hard skills and soft skills, need and importance of soft skills, decision making skills, problem solving, techniques of problem solving, creative thinking, techniques of creative thinking.

Unit -5- Emotional Intelligence**12 Hrs**

Emotional Intelligence, emotional quotient why Emotional Intelligence matters, yoga, importance of yoga in developing personality, pranayama and meditation, techniques of meditation, Stress Management – meaning, symptoms of stress, types of stress, techniques of stress management.

Skill Development Activities

1. Conduct the SWOT analysis of the students and discuss the need for converting weakness into strength, and treats into opportunities.
2. Give a topic and ask the students to speak in JAM (Just A Minute)
3. Conduct Management Games and roleplays to develop creativity, problem solving goal setting, time management, positive thinking and decision making skills.
4. Conduct an audio visual activity and ask the students to give a write up on what they listened.
5. Make teams and conduct group discussions and mock meetings and telephonic role plays.

References

1. Dr. Shalini Verma, “Body Language- Your Success Mantra”, S. Chand, 2006.
2. Personality development and soft skills by Barun Mitra, Oxford university Press.
3. Communication skills and personality development -P.C sharma- Nirali prakashan Pune.
4. Managing soft skills for personality development by B.N Gosh, tata Mc Grawhill education pvt Ltd.

V SEMESTER **(5.1) BUSINESS RESEARCH METHODS**

Unit I - Introduction

10 Hrs

Meaning & definition of Research, Business Research, Objectives-Essential features of Business Research, Scientific method, Types of Research- Steps in Research, Significance of Business Research.

Unit II Research Problem and Research Design

14 Hrs

Meaning How to select the Research Problem, steps in Defining the Research Problem Techniques of Defining the Research Problem, Research questions review of Literature Meaning –Need-Features, Important Concepts in Research Design,

Unit III - Research Methodology

13Hrs

Research objectives, Hypothesis, type 1 and Type 2 error, level of Significance, Sampling-Meaning-Need-Types of Sampling, Probability Non Probability Sampling methods, Sample size determination.

Unit VI - Data Collection & Processing

13 Hrs

Meaning-Types of Data Primary, Secondary, Collection of Data through Questionnaires, Marketing research on net with the help of search engines, Interviews & its Types-Schedules-Observations-Secondary Data- Qualitative Techniques of Data-Codification & Tabulation of Data, Marketing research on net with the help of search engines, scales of measurements

Unit V Interpretation of Data and Report writing

14 Hrs

Meaning, Techniques of Interpretation-Use of Charts, Graphs, Chi-Square Tests, Multiple & Partial regression Analysis Rank Correlation, ANOVA, Report writing, essentials of good report, types of report, Bibliography, appendix, foot note, References (only meaning)

Skill Development Activities:

1. Select a topic of your choice and identify the research problem in it.
2. Illustrate the various types of Samples with examples.
3. Construct a Questionnaire for collection of primary data for a topic selected.
4. Narrate your experience using Observations technique.
5. Practice Coding & Tabulation.

Reference:

C.R.Kothari	- Research Methodology
O.R.Krishnaswami	- Research Methodology
Donald Kooper	- Research Methodology
Tull & Hawkins	Marketing research
Zikmund- -	Research Methodology

(5.2) INTERNATIONAL BUSINESS ENVIRONMENT

UNIT -1 Introduction

12 Hrs

Evolution of International Business- Nature of International Business, reasons and stages of Internationalization- approaches and theories of international Business, comparative advantage and problems of International business- Multinational corporations and global companies- International Business house-concepts, structure and functions.

UNIT -II International Business Environment

10 Hrs

Factors influencing International Business environment economic-political-legal-social- cultural- technological, Entry into international market, strategies and barriers.

UNIT –III Foreign Trade Regulations

14 Hrs

Foreign Trade- process- Documents-Regulations regarding Imports and Exports and financing techniques- pre shipment and Post Shipment Credit, Financial Institutions focusing on exports (ECGC, EXIM bank- functions and roles), exchange rate determination (concept only).capital account convertibility(concept only) Balance of trade and payments disequilibrium and measures for rectifications

UNIT -IV Export Promotion Agencies

12 Hrs

Export promotion: roles and functions of state trading- STC, MMTC, MITCS, TTCI. Specialized export promotion councils and agencies, Commodity Boards. MPEDA, APEDA.

UNIT –V – New Trends

12 Hrs

Globalization of Indian Business, International and cross culture, global out sourcing, GATT, WTO, Regional trade Agreements, impact of technology on international business, transfer pricing issues and cases.

Skill Development Activities

1. Identify top 04 MNCs and Trace out their growth and Development
2. Survey consumers around you to collect opinion about swadeshi and Videshi Company product
3. Visit an exporting unit and analyze the procedure.
4. Study the functioning of any two multinational companies in banking and insurance business.
- 5 Document the functioning of any two-Commodity Boards

Reference:

1. International Business Management – Pradip Kumar & sanchari Sinha
2. International Business – Francis Cherunilam
3. International Business Environment– Subba Rao
4. International Business – Bhalla and Raju

(5.3)E-COMMERCE

UNIT 1- Introduction

10 Hrs

E-Commerce, Meaning, Framework, anatomy of E-commerce applications, E-commerce consumer applications & E-commerce organization applications, Key success factors in E-Commerce

UNIT 2- Internet

10 Hrs

Internet terminology: Chronological history of the internet, Internet Governance and Email. Network infrastructure for E-Commerce

UNIT 03 Web site designing

14 Hrs

Web – site designing –Web background, www as architecture, E – Com & www & consumer oriented E-Commerce. Technology behind the web, security and the web consumer oriented application mercantile process models. E – Shopping & exercises with virtual mall

UNIT 04- Electronic payment systems

14 Hrs

Types of E-payment systems, Digital token based, smart cards, Credit card based E- payment, systems, Risk and E – Payments systems, Supply Chain Management, Digital Signatures, types of digital documents & corporate data ware houses. Demo of E – banking system, payment methods.

UNIT 5- Advertising and marketing on the Internet

12 Hrs

The new age of information based Marketing, Advertising on the internet & Market Research. Finding out different ad copies and hit counts, Internet communication- internet telephony, SKYPE, VIBER, peer to peer communication.

Skill Development Activities

1. List out E- commerce sites
2. Prepare a report on any one E- Commerce Site Revenue Model.

3. Study various advertising practices on internet and prepare a report.
4. List out the procedure for booking ticket for Air, train and bus through online.
5. List out the applications of smart phones through android apps.

Reference

1. Frontiers of E-commerce by Ravi Kalakota and Andrew B. Whinston-Pearson Education
2. E-commerce-The cutting edge of Business by Kamallesh K. Bajaj & Debjani Nag, Tata McGraw Hill E-commerce concepts, Models & strategies C.S.V. Murthy Himalaya Unit 16-17
3. E-Business Organizational & Technical Foundations By Micheal P. Papazoglou & Pieter M.A. Ribbers Wiley-I 03 E-Commerce Business Technology Society.-Laudon & Traver-Pearson Education

(5.4)-TAXATION MANAGEMENT

Unit I Direct Tax Management

12 Hrs

Scope of Total Income and Residential Status, Income exempt from Taxation, Heads of Income Computation of Income Tax, and Deductions in Computation of Tax, Return of Income and Assessment, Assesse, Tax Planning, Electronic Filing of Return, Permanent Account Number (PAN)

Unit II- Direct Tax Management

12 Hrs

Incidence of tax, Taxation of Non Residents – Income from the Head ‘Salaries’ (In respect of Employee Remuneration) Income from Business/Profession, Capital gain, Income from other sources (Theory and Problems)

Unit III- VAT and Service Tax

12 Hrs

Overview of Value Added Tax, Registration, Input Tax Credit, Tax Invoice and Records Returns and Assessment, Refunds, Penal Provisions, Problems. Overview of specified taxable services – Understand the taxability of specified services – Valuation – Export of Services – Payment of Service Tax – Registration – Offences – Penalties and Prosecution – Appeals.

Unit IV - Customs Duty

12 Hrs

Meaning and purpose of Customs Duty Assessment, Baggage, Coastal Goods, Customs Station, Customs Area, Dutiable Goods, Export, Export Goods, Goods, Foreign Going Vessel, Import, Imported Goods and Valuation, India, Indian Customs Waters, Stores, Smuggling – Types of Duties – Customs Tariff Act, 1975 Levy and Collection of Duty – Refund of Duty – Remission and Abatement of Duty (Theory and Problems).

Unit V- Exercise Duty

12 Hrs

Central Excise Tariff Act – Principles of Classification – Chapter Notes and Section Notes – Kinds of Excise Duty – Specific Duty, Tariff Value Based on Maximum Retail Price, Compounded levy, Advalorem Duty – Assessable Value – Transaction Value – Inclusions in and Exclusions from Transactional Value – computation of Assessable Value (Including Problems).

Skill Development Activities

1. Visit Income Tax Dept. Website and study the e filing procedure.
2. Understand the Tax planning of a salaried employee by studying few examples.
3. Discuss two case studies on taxation management.
4. Collect TDS forms.
5. Visit online tax calculators' websites.

Reference books

1. Vinod K. Singhania: Direct Taxes Laws & Practice. (Taxmanns Publications.)
2. B.B.Lal: Elements of Income Tax. (Konark Publishers Pvt.Ltd)
03. Corporate Tax Planning: Girish Ahuja and Dr. Ravi Gupta. (Bharat Law Hose Pvt.Ltd.)
04. V.S.Datey Indirect Taxes, Taxmann's Publication
5. N. K. Acharya Commentary on VAT – Asia Law House.

(5.5)STRATEGIC MANAGEMENT

Unit 1- Introduction

10 Hrs

Defining strategy, elements of strategy, characteristics of effective strategy, strategic management process, benefits of strategic management, principles of good strategy

Unit -II- Environmental scanning

14 Hrs

Industry Analysis - PEST Analysis, SWOT Analysis – BCG matrix , Synergy - GAP Analysis - Porter's Five Forces Model of competition - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix

Unit-III - Strategy Formulation

12 Hrs

Vision, mission and purpose - Business definition, objectives and goals - Environmental appraisal – Types and levels of strategies - Guidelines for crafting successful Business strategies, strategic Business units, strategic choice

Unit IV- Strategy Implementation and Evaluation

12 Hrs

Steps in strategy implementation, types of organization, organization culture, corporate culture, leadership and implementation, evaluation and control.

Unit V- New Trends

12 Hrs

New Business Models and strategies for Internet Economy - Shaping characteristics of E-Commerce environment - E-Commerce Business Model and Strategies - Internet Strategies for Traditional Business, Blue ocean and red ocean strategy, Strategic Information system, strategic alliance.

Skill Development Activities

1. Make a SWOT analysis for any Two Companies
2. List out the Vision, Mission and Objectives of any four Companies.
3. Write corporate, Business and functional level strategies of any one big Conglomerate
4. List out the strategy of any one MSME unit
5. Discuss two case studies in class

Reference

1. Business Policy, - Azhar Kazmi
2. Strategic Management, - Concepts and Cases - Arthur A. Thompson Jr. and A.J.Strickland
3. Management Policy and Strategic Management (Concepts, Skills and Practices) - R.M.Shrivastava
4. Business Policy and Strategic Management - P.Subba Rao
5. Strategy & Business Landscape - Pankaj Ghemawat
6. Strategic Planning Formulation of Corporate Strategy – Ramaswamy.

(5.6) CORPORATE FINANCIAL MANAGEMENT

Finance Elective paper -1

Unit – I- Tools for Financial Analysis and Planning

10 Hrs

: Meaning, techniques - Funds Flow Statement; Cash Flow Statement; Ratio Analysis for financial decisions – Profitability ratios, Financial ratios, Solvency Ratios - problems

Unit – II- Investment Decisions under Uncertainty

14 Hrs

Meaning, sources and causes of uncertainty; Project appraisal; Techniques of Project Evaluation –PBP, NPV, IRR and PI; Projects Selection under Capital Rationing; Effects of Inflation on Cash flows; Risk adjusted discount rate (CAPM) – Problems

Unit – III Innovative Sources of Finance

14 Hrs

Introduction, Meaning, features, scope, advantages and disadvantages of— Debt Financing ; Margin Money; Refinancing; Venture Capital Financing – methods; Angel Investing; Lease Financing – types of lease; Hire Purchase Finance; Debt Securitization; Factoring and Bill Discounting; Forfeiting; Sources of International Investments – foreign bond and equity instruments; Problems.

Unit – IV Working Capital Management

10 Hrs

Introduction, motives for holding cash, cash management-strategies and techniques; Receivables Management – objectives, Credit terms, policies and Collection policies; Inventory Management – objectives, techniques – ABC technique, EOQ, JIT technique and problems.

Unit – V Techniques of Corporate Restructuring

12 Hrs

Introduction; meaning, characteristics, significance, merits and demerits of Mergers & Acquisitions; Demerger; Layoff; Spin out; Strategic Restructuring – meaning, scope and significance. Mutual Funds – introduction, meaning, characteristics, scope, merits and demerits

Skill Development Activities

1. Choose any company and study their financial statements and comment on their financial soundness.
2. Visit KSFC/ any bank and learn how they do 'Project Appraisal' before sanctioning loans for entrepreneurs/ businessman.
3. Solve some problems on NPV, IRR, PI, PBP using excel sheet/ spread sheet. Save the report and submit the printout.
4. Choose any industry in your locality/state/ country and list out the recent M&A alliances, company valuation details, HR issues etc., Submit a report.
5. Visit any Mutual Funds organisation and collect details regarding their mode of operations.

Reference:

1. Financial Statement analysis – Gokul Sinha
2. Financial Management – Khan & Jain
3. Financial Management – I. M. Pandey
4. Financial Markets and Services – Guruswamy

(5.7) INTERNATIONAL FINANCE **Finance Elective paper -2**

Unit – I: International Finance

10 Hrs

Introduction, meaning, nature and scope, Issues and challenges, International Financial Management (IFM) and Domestic Financial Management – meaning, scope, similarities and Differences.

Unit – II: International Financial Environment

14 Hrs

Meaning, Factors affecting IFM; International Monetary System (**IMS**) – evolution in brief – IMF (International Monetary Fund) and Bretton woods system; Balance of Payments (**BOP**) – meaning and scope; International Financial Markets and Foreign Exchange Market – meaning, structure and significance.

Unit – III: Foreign Exchange Rates

12 Hrs

Meaning, need for exchange rate, factors affecting exchange rates; Exchange rate quotations and problems; Fixed vs. Floating Exchange rates; Exchange rate determination; Theories of Exchange rate – PPP, IRP, International Fisher Effect - problems

Unit – IV: International Financial Decisions

14 Hrs

: Meaning, types of decisions, Objectives, significance and challenges; Foreign Direct Investment (FDI) and Foreign Institutional Investment (FII); International Financial Instruments/ securities; Foreign trade financing – EXIM bank of India; Role of World Bank and International Finance Corporation (IFC)

Unit – V: International Risk Management

10 Hrs

Meaning of Risk, types of risks; Exchange Rate Exposure – Transaction, Translation and Economic Exposures; Different indicators of risks and risk management. Features of Financial Derivatives

Skill Development Activities

1. Track the exchange rates of INR against major Global Currencies and comment on the pattern.
2. Visit any Bank or SFC (State financial corporation) which is into export financing and collect all the details for exporting a product. Make a report
3. Collect the pictures, articles, clippings related to evolution of ‘Money’ and make a collage.
4. Visit your nearest stock exchange and collect details regarding procedures of making investment, opening a DEMAT Account for trading.
5. Visit your district chamber of commerce and learn how they promote exporters of the district. Compile a report

Reference:

1. Fundamentals of IFM – S. Kevin
2. International Financial Management – Vyuptakesh Sharan
3. International Financial Management – P. G. Apte
- 4.

(5.6)HUMAN RESOURCE DEVELOPMENT

HRM - Elective paper -1

Unit – 1 Introduction

10 Hrs

Meaning of Human Resource Development and Importance of Human Resource Development, Objectives of Human Resource Development. Scope of Human Resource Development. Sub systems of HRD.

Unit– II: Training and Development

12 Hrs

Objectives of training, Importance of training, Meaning of orientation, Objectives of orientation, Difference between Orientation and training, the process of training, Methods of training –(on the job and Off the Job Training) designing training program, Purpose and Objectives of management development, Factors inhibiting Management Development;

UNIT– III- Performance Appraisal

12 Hrs

Importance and Objectives of Performance Appraisal; Approaches to Performance Appraisal; The Evaluation Process; Tools for Performance Appraisal – methods of performance Appraisal 0360degree appraisal.

Unit –IV Organizational Development

12 Hrs

Meaning & definition of OD, characteristics of OD, goals of OD, benefits and limitation of OD, Process of OD Program, what is a change process? Types of change, managing resistance.

UNIT_V Managing Quality and productivity

14 Hrs

Alternative work arrangements; using quality circle programs; Total quality management programs; IT and HR - attitude surveys; Creating self-directed team; Empowering Team work; Extending participative decision making, HR and Business process reengineering.

Skill Development Activities

1. Visit an IT company and note down the HRD practices adopted.
2. Visit an organization and study the training practices followed for different levels of management.
3. Visit any organization and analyze the methods of performance Appraisal in bringing prevalent change in that organization and examine its pros and com.
4. Prepare a note on the recent trends in HRD.

Reference

1. Patnaik, Biswajeet, Human Resource Management, Prentice Hall India
2. Arya, P P and Tandon, B B, Human Resource Development, Deep and Deep Publications

3. C.B. Mamoria & S.V. Ganekar, Personnel Management
4. K. Aswathappa, Human Resource Management
5. Rao & T.V. Verma, HRD.

(5.7) INTERNATIONAL HUMAN RESOURCE MANAGEMENT

HRM - Elective paper -2

Unit 1: Introduction

10 Hrs

Introduction to IHRM Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, international Business ethics and HRM.

Unit-II -Managing HR in an International Business

12Hrs

Internationalization of Business - Improving international assignments through selection - Diversity Counts Role of culture in International HRM, Culture and employee management issues, cross cultural management strategies.

Unit –III- Recruitment and Selection

12 Hrs

Recruitment and Selection in International context: advantages and disadvantages of different selection methods, Selection criteria and techniques, use of selection tests, interviews for international selection, recruitment methods.

Unit –IV- Training and Development

14 Hrs

Training and development in international context: Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training.

Unit-V -Total Quality Management and HRM

12 Hrs

Introduction, Principles and core concepts of TQM, HRM and TQM, the Total quality HR strategy

Skill Development Activities

- 1) Make an advertising cutting on international recruitment and compare it with domestic recruitment.
- 2) Understand the concept of TQM in HR.
- 3) Visit any establishment of MNCs and understand the training requirements of Manpower in the global context.

- 4) Make a list of online recruitment sites for global employment opportunities.
- 5) Study the selection criteria for Indian and global employment and prepare a note on it.

Reference

1. Subba Rao, International Human Resource Management
2. Shaun Tyson, Strategic Prospects HRM.
3. Peter J. Dowling & Others, International Human Resources Management.
4. Sengupta/Bhattacharya; International Human Resources Management.

(5.6) ADVERTISING AND BRAND MANAGEMENT

Marketing - Elective paper -1

UNIT-1: Introduction

10 Hrs

Advertising –functions of advertising management –Types advertise media--- Role of advertisement in Marketing management, Advertising agencies, types and functions of Ad agencies.

UNIT– II- Advertising Planning & Decision Making

12 Hrs

Advertising Planning & Decision Making: Communication process; DAGMAR approach; The Ad appeals, stimulating & expanding demand, other functions of advertising. Advertisement message development—Ad copy-components and properties of effective ad copy

UNIT –III- Brand management

14 Hrs

Brand management: introduction to branding, meaning-types of brands-brand image, brand – equity and brand positioning. Challenges to building brand: Brand Proliferation- Media Fragmentation - New Competition. Strategic brand management process, brand audit, E branding

UNIT – IV Marketing programs to build Brand Equity

12 Hrs

Marketing programs to build brand equity, brand performance and its measurements, enhancing brand equity for sustainability. Contemporary issues in brand management.

UNIT –V: New Trends in Advertising and Media

14 Hrs

E- Advertising: Evolution; Banner advertising; Message strategy and tactics; Media strategy and tactics; impacts of e-advertising., M-marketing, Branding via social media, Recent trends in advertisement.

Skill Development Activities

1. Examine the latest advertising strategies followed by an organization of student's choice
2. Select any advertisement copy from any Business magazine / TV and examine the strength and weakness of the same.
3. List the advertising objectives on DAGMAR approach for any product of student's choice.
4. Collect message contents of 10 products of your choice.
5. Develop Ad message for at least 5 products of student's choice.

Reference

1. Chunnawalla. S.A. & Sethia K.C.; Foundations of Advertising – Theory & Practice; Himalya publishing house; Mumbai; 5th revised Edition; 2002
2. Mohan, Manendra; Advertising Management – Concepts and Cases; Tata McGraw- Hill Publishing Company Ltd.; New Delhi; 8th reprint; 1995
3. Sontakki, Advertising
4. Strategic brand management-kevin-keller (03rd edition) pearson education.

(5.7) INTERNATIONAL MARKETING

Marketing - Elective paper -2

UNIT – 1: Introduction

10 Hrs

International Marketing- Meaning – Reasons and Motives for International marketing –Nature and scope of International Marketing Features of International Marketing – Need for international Trade, International Marketing Decisions,

UNIT – II International Marketing Environment

14 Hrs

International Marketing Environment, factors affecting international marketing, basis of International Trade - Theory of comparative cost - Modern Theories - Tariff and Non-Tariff barriers - WTO and its impacts.

UNIT – III- International Product Decisions

14 Hrs

International Product Decisions Product, Product mix, Branding, Packaging Labelling and Product Communication Strategies. International Pricing Exporters cost and Pricing Objectives – methods and Approaches and Steps – transfer pricing – dumping – Information Requirements for pricing.

UNIT – IV: International Distribution

12 Hrs

International channels System – Direct and Indirect Exports – Distributions Strategies and International logistics. International Promotion Marketing Environment and promotion Strategy – International marketing Communication mix– export promotion Organization trade Fair and Exhibitions – Problems in International Marketing.

UNIT – V International Marketing Intelligence

10 Hrs

International Marketing Intelligence Requirement and Sources of Information systems, Marketing Research – Problems in International Marketing research.

Skill Development Activities

1. Understand the role of WTO in International Marketing.
2. Report from the literature available in Business magazines about International Product
3. Promotion adopted by Business units in India.
4. From the magazine try to acquire conceptual clarity on transfer pricing and dumping.
5. Visit any institution responsible for export promotion and evaluate the functioning with Reference to defined objectives.

Reference

1. B.L. Varshney and B. Bhattacharya, International Marketing management.
2. P.G.Apte, International Financial Management.
3. Francis Cherunilum, International Marketing Management.
4. Philip R. Cateoria, International Marketing.
5. B.S. Rathore & J.S. Rathore, International Marketing Management.
6. M.L. Verma, Foreign Trade and Management in India.
7. Dana – Nicoleta Lascu, International Marketing, Biztantra.
8. Srivasthava, International Marketing.

VI SEMESTER

(6.1)-OPERATION RESEARCH

Unit I -Introduction

10 Hrs

Introduction to operation Research, Definition, Scope of operation research, characteristics, advantages and limitations, Quantitative approach to decision making, models & modeling in operations research.

Unit II Linear Programming

14 Hrs

Linear programming, structure of linear program model, Assumption Advantages, limitations, General mathematical model, Guidelines for formulation of linear programming model, Graphical method, simplex method, (Only 2 variables problems), transportation and assignment models.

Unit III- Networking

14Hrs

Network models, Introduction to PERT, CPM techniques, Network components, Precedence events, activities, errors & dummies, Critical path analysis, float, probabilities in PERT analysis, Project time calculation, project crashing, time cost considerations (No resource leveling).

Unit IV-Inventory Models

12 Hrs

Meaning & importance of inventory management EOQ formula, economic lot size, problems based in EOQ formula, types of inventory control method, Decision making under certainty, uncertainty different decision criteria, decision tries.

Unit V Decision Models

10 Hrs

Probability, basic rules, random variables probability distribution, Simulation model building and the process, Decision Tree,

Skill Development Activities

1. Drawing graphs of linear programming problems.
2. Application problems on simplex method.
3. Application problems on inventory models and simulation.
4. Application problems on PERT and CPM.
5. Calculation of probability.

Reference

1. J. K. Sharma – Quantitative techniques, MC Milian.
2. N. D. Vohra – Quantitative techniques in management TMH.
3. Kalavathi . S – Operation Research - vikas public company.

- | | |
|-----------------------------|-----------------------------------------------------------------------|
| 4. K. Shridhar bhat | – Quantitative methods and operation research – |
| 5. Anand Sharma | – Operation research - HPH. |
| 6. Anderson sweeny williams | – Quantitative methods for Business 10 th edition cengage. |

(6.2)- MANAGEMENT INFORMATION SYSTEM

Unit I Introduction,

10 Hrs

Introduction, Concept, evolution and meaning of MIS; Information system for competitive advantage; Systems approach to problem solving; Challenges in the development of MIS, MIS function in an organization.

Unit II Information and Managerial Effectiveness

14 Hrs

Information and Managerial Effectiveness, Information as a corporate resource, pervasiveness of information, types of information – operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; information systems for finance, marketing, manufacturing, research and development and human resource areas.

Unit III Information Systems -

14 Hrs

Information Systems - Information systems and their role in Business systems, changing role of information systems, users of information systems; Types of information systems – transaction processing systems, MIS decision support systems, executive support system; Enterprise Resource Planning (ERP) system, Business expert system.

Unit IV Information System for Functional Areas and Issues

12 Hrs

Information System for Functional Areas - Information for Financial - Marketing Inventory Control - Production and HR Functions, Security Issues Relating to Information Systems, threats to information systems, Vulnerability, risk and control measures.

Unit V - New Trends in MIS

10 Hrs

Cloud computing, Big data, CRM technology for Business, Data ware housing and artificial intelligence, Near field Communication, Super Beam (Only concepts)

Skill Development Activities

1. Study ERP System of any one organization
2. List out the importance of Google drive, Sky drive.
3. Outline benefits of information Technology in functional areas of Business.
4. Identify various freeware's available for business.
5. Discuss any two case studies in class.

Reference

1. Arora & Bhatia: Management Information Systems, Excel Books.
2. O'Brien James : Management Information Systems, Tata-McGraw Hill.
3. Kumar, Muneesh : Business Information Systems, Vikas Publishing House.
4. Rajaraman, V : Analysis and Design of Information Systems for Modern.
5. Aman Jindal - Management Information System.
6. CVS Murthy – Management Information System.

6.3-MANAGEMENT ACCOUNTING

UNIT – I- Management Accounting

10 Hrs

Meaning – definition – nature – objectives and functions – scope of Management Accounting – Advantages and Disadvantages of Management Accounting – Difference between Cost Accounting, Management Accounting and Financial Accounting.

UNIT – II-Financial Statement Analysis & Interpretation

12Hrs

Meaning – objectives – Uses of financial statements – Techniques – Comparatives, Common size and trend analysis.

UNIT – III- ratio analysis

12 Hrs

Meaning and definition, importance and limitations of ratio analysis, classification of ratios – Profitability Ratios, Turn over ratios, Liquidity ratios, Solvency Ratios ,Capital Gearing Ratio; (Simple problems)

UNIT – IV- Fund flow statements and Cash flow statements

14 Hrs

Meaning- sources and application of funds – uses and Limitations of Funds Flow statement- Preparation of funds flow statements (simple problems), Meaning and definition of cash flow statements – uses and limitations of cash flow statement – Difference between cash flow statement and fund flow statements – preparation of cash flow statement (As per AS-03 Revised), simple problems

UNIT – V- Marginal Costing and Budgetary Control

12 Hrs

Meaning of marginal costing-marginal costing-uses and limitations of marginal costing – CVP analysis (Algebraic method only) Meaning of Budget-Budgetary control-Significance-Classification – Problems on Flexible Budget

Skill Development Activities

1. Collect the financial statements of a company of any one organization.
2. Calculation of probability ratios, Turnover ratios and liquidity ratios.

3. Prepare trend charts of company chosen.
4. Preparation of fund flow statements with imaginary figures as per AS.
5. Preparation of cash flow statements with imaginary figures as per AS.

Reference

Management Accounting – Sharma And Gupta
 Management Accounting – S.N.Maheshwari
 Management Accounting – Saxena
 Management Accounting – Goyal and Manmohan
 Management Accounting – Pillai and Bhagavathi

(6.4)-SERVICES MANAGEMENT

Unit – 1 Introduction to services

10 Hrs

Meaning & Definitions of Services – Characteristic features of services – Types & Classification of services Challenges of services marketing, Services marketing environment, Goods Vs Services, growth of service sector – Role of Services in an Economy.

Unit – II – Service Management and Service Delivery

14 Hrs

Service Management Meaning, Vision -mission strategy, Service leadership, Service Mapping, Flowcharting, Benchmarking, Internal Marketing, Productivity, Current Status and Future Prospects, creating delivery systems in place, GAPS Model, Enhancing Value by Improving Quality and Productivity; SERVQUAL, Service Blueprint, Balancing Demand & Capacity; Managing customers.

Unit-III - Tourism Management

12 Hrs

Introduction – Concepts – Nature and Significance of Tourism – Impact of Tourism – Market segmentation in Tourism – Tourism Packages, Role of Travel Agencies & Travel Organizations – Tour operations – Tourist Guide – Modes of Transportation – Airlines, Water, Road & Railway, Eco -Tourism.

UNIT-IV - Hotel and Hospitality Management

12 Hrs

Introduction to Hotel Industry: Hotels; Evolution of Hotel Industry; Development of Hotels-Facilities- The Guest Cycle- Grades of hotels: Velvet parking, Meaning of Hospitality-Marketing Mix of Hospitality Industry, CRM in Hotel and Hospitality Industry.

UNIT- V - Health Care Management

12 Hrs

Introduction to Hospitals; classification of hospitals, Development of Hospitals; Latest development in the hospital classification, Hospital Service Extensions – Pharmacy, Midwife, Marketing of Medical Transcription, out patient management, Medical Tourism.

Skill Development Activities

1. Visit a hotel and give an account of facilities provided to tourist.
2. Interact with a tour operator and try to understand the elements of tourism management.
3. Outline the proforma of Medical Transcription.
4. List out different Health Care Services.
5. Visit a Hospital and write a note on Hospital Administration.
6. Develop a Tourism package for 03 / 7 / 15 days.

Reference

1. Shankar Ravi - Services Management
2. Lovelock, Christopher - Services Marketing
3. Dr. Shajahan. S. - Services Marketing (Concept, Practice & Cases)
4. Vasanthi, Venugopal & Raghu.V.N.- Services Marketing
5. Venkataramana - Services Management

(6.5) FINANCIAL MARKETS AND SERVICES

Finance Elective paper -1

UNIT –I- Introduction

10 Hrs

Indian financial system: functions of financial system- components of Indian financial system: financial institutions, financial markets, financial instruments, and financial services.

UNIT –II-Money Markets

14 Hrs

Money markets: meaning and definition- money market v/s capital market- features and

objectives- composition of money market- call money market, commercial bill market, discount market, acceptance market, treasury bill market- money market instruments- CPs, TBs, CDs (meaning only).

UNIT –III- Stock Markets

12Hrs

Primary market: meaning and definition- functions of primary market, instruments of primary markets-players in new issue markets- IPO.

Secondary market: meaning and definition- functions of stock exchange- listing of securities- BSE and NSE: origin and features-book building – DEMAT Account.

UNIT –IV - Mutual Funds

14 Hrs

Mutual funds: meaning and definition- functions-types of mutual fund schemes- venture capital- meaning and features. Leasing- meaning and definition and types of leasing.

UNIT –V- Merchant Banking

10 Hrs

Merchant banking: meaning and definition –growth of merchant banking in India- services of merchant banks- problems- presentations-case studies (atleast any two).

Skill Development Activities

- 1) Visit a stock broker's office, collect a new issue application and fill it.
- 2) Prepare a chart showing the structure of financial markets
- 03) Prepare a chart showing the instruments of financial markets
- 04) Prepare a chart of ratings given by different rating agencies
- 5) Prepare a specimen of any two financial instruments

Reference:

- 1) L.M. Bhole: Financial Institutions and Markets
- 2) Vasanth Desai – Indian Financial system
- 03) M.Y. Khan: Indian Financial System
- 04) Gordon and Natarajan: Financial Markets and Services

(6.6) INVESTMENT MANAGEMENT

Finance Elective paper -2

Unit – I: Introduction to Securities and Investment

10 Hrs

Meaning, Objectives, Sources of Investments—Financial Instruments—Shares, Stock, Bonds and Debentures, Investment Decision Process, Investment v/s Speculation, Investment Strategies during Economic Growth and Recession.

Unit – II: Risk and Return analysis

14 Hrs

Components of Risk, Types— Systematic and Unsystematic Risk, Measures of risk – Standard Deviation, Beta Co-efficient, Measurement of Return - historical return, Risk-free Rate, Risk Premium, CAPM model.

Unit – III: Security Analysis and Valuation

14 Hrs

Fundamental Analysis – EIC analysis (Economic factors—inflation, interest rates and security prices; Industry factors—Business Cycle, Industry Competition; Company factors—EBIT, EPS, P/E multiple, Firm’s competitive strategies), tools of EIC analysis, Technical analysis—of equity markets, Elliot Wave Theory, Efficient Market Hypothesis (EMH); Valuation and Pricing of Securities and bonds

Unit – IV: Portfolio Management and Optimal Portfolio Selection

10 Hrs

Meaning, Portfolio Investment, Portfolio Return and Portfolio risk – Markowitz model, Sharpe’s model, Arbitrage Pricing Theory, Optimal Portfolio Selection using – Markowitz and Sharpe’s Models

Unit – V: Recent trends and New Investment Avenues

12 Hrs

Sovereign Bonds, ETFs (Exchange Traded Funds), Index Funds, BSE, NSE, Sensex, CNX Nifty, Dow Jones, S&P, LIBOR, Mutual Funds, Junk Bonds, Hedge Funds, ADR, GDR and Derivatives.

Skill Development Activities

1. Visit www.dsij.in (Dalal Street website) and List out some top performing companies on Sensex and Nifty as on a date with graph.
2. Learn to use excel sheet in calculation of Standard Deviation, Beta-Co-efficient and solve some problems
3. Do EIC (Economy, Industry & Company) analysis of your choice

4. Write a brief note on 'Listing of Securities' and trace the recent IPOs/ FPOs on Sensex and NASDAQ/ NYSE
5. List out the famous Stock Broking Companies and give a brief description about them.

Reference

1. Security Analysis and Portfolio Management – Avadhani
2. Portfolio Management – S. Kevin
3. Security Analysis and Portfolio Management - Fisher and Jordan, Prentice Hall India.
4. Investment Analysis and Portfolio Management - Prasanna Chandra, Tata McGraw Hill

(6.5) LABOUR LAWS

HRM –Elective paper -1

Unit-I Industrial Relations

10 Hrs

Concept of Industrial relations, scope - objectives, importance, functions, evolution of industrial relation, Trade Union, nature of Trade Unions; Functions of Trade Union; Objectives & Importance of Trade Union; Reasons for employees to join trade Unions; Problems of Trade Unions & Remedies.

Unit-II Collective Bargaining Workers Participation and Grievance procedure

12 Hrs

Concept of Collective Bargaining - principles-conditions process- of Collective Bargaining
Concept of Workers Participation in Management- forms of workers participation, Concept of grievance-nature-causes- prerequisites- grievance procedure model.

Unit-III- Legislation of Working Conditions

12 Hrs

Factories Act-1948 Short title & Extent: Definitions, Provisions relating to Health, Safety and Welfare.

Payment of Wages Act – 1936- short title and extent; Definitions; Basic provisions relating to Payment of wages, Deduction from Wages, maintenance of registers and records; penalty for offences; payment of undisbursed wages in case of death.

Unit-IV Legislation of Social Security

12 Hrs

Payment of Bonus Act –1965 - Short title & Extent; Definitions, eligibility for bonus, payment of minimum and maximum bonus, disqualification for bonus.

Employee's provident funds and miscellaneous provisions act 1952: - Short title & Extent; Definitions, Employment provident fund scheme, employees' pension scheme, employees deposit linked insurance scheme.

Unit-V-Legislation on Industrial Relations

14 Hrs

Industrial Disputes Act 1947 – short title and extent, definitions, causes for Industrial disputes, Types of Industrial disputes – Strikes & Lockouts, Machinery for resolving Industrial Dispute. Industrial Employment (Standing Orders) Act –1946 - Short title & Extent; Definitions, register of standing orders, posting of standing orders, duration and modification of standing orders, Payment of subsistence allowance.

Skill Development Activities

1. Visit any organization and familiarize with various forms and procedures followed under various legislations.
2. Ask the students to write down the wage structure of any organization for different grade of workers.
03. Make a visit to any firm and list out the distinguishing remark between male and female workers.
04. Draw a list of benefits an employee enjoys through ESI.
5. Visit an organization and collect information on payment of bonus to employees.

Reference:

1. AM sharma, aspects of labour welfare & Social Security.
2. M.S pandit & Shobha pandit, Business law
3. P. L. Malik, industrial law
4. N.D Kapoor, industrial law.

(6.7) Talent Management **HRM –Elective paper -2**

Unit-I- Talent Management

10 Hrs

Meaning, Definition, Functions of a manager, managerial skills and roles – why talent management? Talent Management process, Talent management strategy.

Unit –II- Human Capital Management

12Hrs

Meaning, Definition, nature of HCM, HCM measurement, Human Capital Management Vs Talent management.

Unit-III- Career and Succession planning

12 Hrs

Career and succession planning: Meaning, significance and process of career planning. Career stages, responsibility for career planning and career anchors. Meaning, significance and process of succession planning.

Unit-III- Employee Engagement

12 Hrs

Meaning, Definition, importance and characteristics, components of employee engagement, Drivers of employee engagement, enhancing employee engagement, link between talent management and Employee engagement.

Unit-IV- performance Management

12 Hrs

Meaning and significance of performance management. Process of performance management. Types of performance appraisal system. Performance goal setting, performance coaching and monitoring, , potential Appraisal and Performance Management

Unit –V Competency Mapping

12 Hrs

Competency Mapping meaning and significance Steps in Competency Mapping, process of Competency Mapping. Employee value propositions, Employer Brand, Employee Turnover, managing talent during recession.

Skill Development Activities

- 1) visit an organization and identify the skills required for employment
- 2) Conduct an SWOT analysis for the students
- 3) Conduct an I.Q test for students and ask them to record it.
- 4) 04 Conduct group discussions in the classroom on leadership skills.
- 5) Visit an organization and collect the method followed for performance Appraisal.

Reference

- 1) Subba Rao, Human Resources management
- 2) Michael Porter, HRM and human Relations
- 3) Biswanath Ghosh, Human Resource Development and Management.
- 4) Allan Schweyer (20004). Talent Management Systems: Best practices in Technology Solutions for Recruitment, Retention and Workforce Planning. Wiley
- 5) Capelli Peter (2008). Talent on Demand: Managing Talent in Age of Uncertainty. Harvard Business Press.

(6.6) RURAL MARKETING **Marketing Elective paper -1**

UNIT I: Introduction

10 Hrs

Introduction: Definition, Scope of Rural Marketing, Concepts, evolution of rural markets, Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets, corporate interest in rural markets, rural markets in changed scenario.

UNIT II: Rural Market and consumer Behavior

12Hrs

Tapping the Rural Markets - Rural Market Segmentation - Basis and Strategies rural market segmentation tools, target marketing, Consumer Behavior in Rural Markets- needs and wants of rural consumer, factors influencing rural consumer shopping and purchase pattern, life style of rural consumer, socio economic profile of rural consumer (Diversity, Literacy and life style)

Unit -III: Marketing Mix for Rural Marketing

14 Hrs

Meaning and definition, of marketing mix, 4p's of marketing mix, Rural Marketing mix, additional p's of Rural Marketing, Product Planning for Rural Products, new product development process, product life cycle in Rural Marketing , Pricing Methods and Strategies for Products of Rural Markets, Channels of Distribution, Distribution pattern and methods in rural markets

Unit –IV - Rural communication

12 Hrs

Promotion as a component in marketing communication -Advertising and sales promotion for rural markets - Major challenges in Media planning, exploring media, profiling target audience, designing right promotion strategy and campaigns, rural communication challenges, ICT in rural India.

Unit-V- Problems in Rural Marketing and recent trends

14 Hrs

Problems in Rural Marketing, Strategies for Rural Marketing, Integration, Need for marketing finance, Source of marketing finance, Non- Institutional, Institutional, Commercial Banks, Cooperative Societies, Farmers Service Societies (FSS), RRBs and NABARD --- Problems of

Institutional sources in marketing finance, E-Choupal, Rural retailing, Data collection techniques in Rural Marketing , Role of SHG's in marketing products in rural markets

Skill Development Activities

1. Visit any rural market and list out the marketing strategies for FMCG products
2. List out the factors influencing consumer buying behaviour for durable and non-durable products
3. Prepare a report on the sales promotion techniques in rural market.
4. Prepare a report on the marketing of rural manufactured products.
5. Study any two case studies on Rural Marketing.

References

1. Rural Marketing –environment, problems & strategies – T.P. Gopal swamy
2. The Rural Marketing – Pradeep kashyap & siddartha raut
3. Rural Marketing – R.V Bedi & N.V Bedi

(6.6) SUPPLY CHAIN MANAGEMENT **Marketing Elective paper -2**

UNIT I- Introduction

10 Hrs

Meaning and definition of supply chain management, components of supply chain management – customers, distributors, manufacturers, suppliers, the concept of supply chain management, Supply chain management process: factors driving the evolution of SCM, customer expectations and objective of SCM

UNIT II- Integration

12 Hrs

Supply chain integration, factors driving supply chain integration, elements of supply chain, framework for supply chain integration, benefits of supply chain integration & barriers of supply chain integration

UNIT III- SCM and purchasing

14 Hrs

Purchasing & supply chain management, activities of the purchasing department, evolution of the purchasing functions, selecting & managing supply, JIT purchasing

UNIT IV- SCM and Inventory

12Hrs

Inventory Management, Managing Transportation in supply chain, warehousing, customer service in a supply chain, order fulfilment, supply chain coordination.

UNIT V- SCM and Information Technology

12 Hrs

Measuring supply chain performance, information technology in supply chain, E-Business & the supply chain, financial flow in supply chain, competitive advantage, quality standards.

Skill Development Activities

1. Visit an organization and list out the SCM practices.
2. List out the online marketing practices of two retailing units
03. Study the SCM Model of any on line retailer.
04. Prepare a report on SCM Strategies of FMCG and Services.
5. List out on line retailers and identify the strategies adopted for marketing of different products.

Reference

1. Supply chain management – strategy, planning & operation – Sunil chopra, peter meinole – Pearson publication
 2. Supply chain logistics management- Donald Bowersox, David closs, M. Bixby Copper-McGraw-Hill
 3. Supply chain management – ICFAI university Hyderabad
 4. Introduction to supply chain management – R.B. Handfield & E.L Nichols – prentice hall
 5. Designing & managing the supply chain concepts, strategies and case studies – David Simchi-levi, Philip kaminsky, edith simchi-levi - McGraw-Hill.
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MODEL QUESTION PAPER
MANAGEMENT

Time: 3Hrs

Max Marks: 90

SECTION –A

Answer any Ten Sub- Question. Each Question carries 2 Marks

(10x2=20)

1. a.
- b.
- c.
- d.
- e.
- f.
- g.
- h.
- i.
- j.
- k.
- l.

SECTION – B

Answer any Five Questions. Each question carries 5 Marks

(5X5=25)

- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

SECTION –C

Answer any Three Questions. Each question carries 15 Marks

(3X15=45)

- 10.
- 11.
- 12.
- 14.