

## **CBCS Based Examination Scheme, Full Scheme and Course Structure of Two-Year Full-Time Post Graduate MBA Program**

### **Course Structure:**

#### **Structure of MBA Program**

The MBA courses are divided into six distinct areas, namely:

- **Departmental Core Courses (DCC)**
- **Allied Management Course (AMC)**
- **Departmental Elective Courses (DEC)**
- **Generic Open Elective Courses (GEC)**

#### **A) Nomenclature**

**Departmental Core Courses (DCC):** These are department specific compulsory courses to be studied by the student as a core requirement for the MBA degree. These courses also include “Summer Project Report and Viva Voice” and “Major Project Report and Viva Voice”.

- **Summer Project Report and Viva Voice:** At the end of the Second Semester every student shall undergo Summer Training for Eight Weeks in the industry/Research or Academic Institute. After completion of training they would be required to submit the training report as per the dates decided by the university and they shall also appear for the viva voice. This component will be evaluated during the third semester for 4 credits.
- **Major Project Report and Viva Voice:** In the Fourth semester all the students shall do the project/dissertation of 6 credits. This management project would give them an exposure to the actual business environment, to apply their management knowledge and skills in managing the business. This will prepare them for working in industry and business organizations. At the end of fourth semester as per the dates decided by the university, students would be required to submit their management project report and would also present themselves for viva voice.

#### **Allied Management Course (AMC)**

These courses are allied but compulsory courses. The purpose of these courses is to develop various skills required in management and business environment such as computer applications, mathematical, statistical, ICT knowledge, technical report writing, and business communication skills.

However, if a “Humanities, Social Sciences, Management and Skill Development Course” is picked from the existing B.Tech scheme then the course would be identified by **HMC** code from B.Tech scheme.

### **Departmental Elective Courses (DEC)**

These courses are specific or advanced or supportive to the discipline/subject/specialization of study or which provides an extended scope. Management Department would offer a wide range of elective courses pertaining to the concerned MBA degree.

### **Generic Open Elective Courses (GEC):**

- GEC are value-based courses that are aimed at man-making education. GEC courses can be completed in-house (GEC courses offered by IGDTUW) or from any other university in online/offline mode or through MOOC (NPTEL, SWAYAM, GYAN, edX, Coursera etc). Separate guidelines may be prepared for transferring the credits from these MOOC courses.
  - Variety of these courses may include Creative Art Courses like Dance, Yoga, Music etc; Social Welfare Courses like NCC, NSS, Unnat Bharat, Swachh Bharat, Fire Fighting etc; and Women Empowerment Courses like Women Safety, Self Defence, Gender Sensitization etc. However, workshops or sessions on yoga, meditation, ethics etc. can be held from the beginning of the first year for the well-being of the students and students shall will not be evaluated for these sessions.
  - Student may also opt for subjects from Entrepreneurship category where she can enhance/groom her skills to pursue her career as successful entrepreneur. She will be evaluated based on her business plan, innovation involved in the idea, development and execution for the same. Student must be able to prove her sincere efforts in implementing her business idea and bringing it to the next level.
  - If a student is interested in pursuing research career, she may opt for writing research paper and based on the quality of research paper published, she may be suitably awarded the marks/grade. Separate guidelines may be prepared for evaluation of the quality of research paper.
  - Students, who are more inclined towards project development, may work on a live and sufficiently large project under the guidance of a faculty member or industry person. These students may be evaluated based the performance in the project development. End result should ensure a good quality product development which may be deployed in real environment.
- B) If the student opts for a GEC course outside IGDTUW in offline/online mode, all the expenses including registration and certification fee shall be borne by the student. The duration of GEC course shall be minimum 6 weeks.**

### C) Credits of Different Curricular Components in MBA

Curricular Components	Credits*	Weightage (Approximately)
Departmental Core Courses (DCC) Including,	62	58
• Summer Project Report and Viva Voice	04	
• Major Project Report and Viva Voice	06	
Allied Management Course (AMC/HMC)	14	11
Departmental Elective Courses (DEC)	32	26
Generic Open Elective Courses (GEC)	06	05
<b>Grand Total</b>	<b>124</b>	<b>100%</b>

Curricular Components		Credits*
<b>a</b>	Departmental Subjects,	
	• Departmental Core Courses (DCC)	62
	Including	
	• Summer Project Report and Viva Voice (DCC)	04
	• Project Report and Viva Voice (DCC)	06
	• Department Elective Courses (DEC)	32
Departmental Subjects Credits (a)		<b>104</b>
<b>b</b>	Allied Management Course (AMC/HMC)	14
<b>c</b>	Generic Open Elective Courses (GEC)	06
<b>Credits (b+c)</b>		<b>20</b>
<b>Grand Total (a+b+c)</b>		<b>124</b>

\*In a semester of approximately 14 weeks of teaching

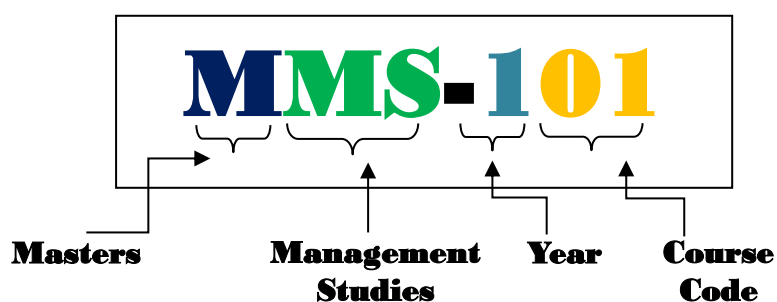
1 credit is equivalent to 1 Theory Hour or 1 Tutorial Hour or 02 Practical hours per week.

**Therefore, Maximum No. of Contact Hours in a Semester for various Course types would be as follows:**

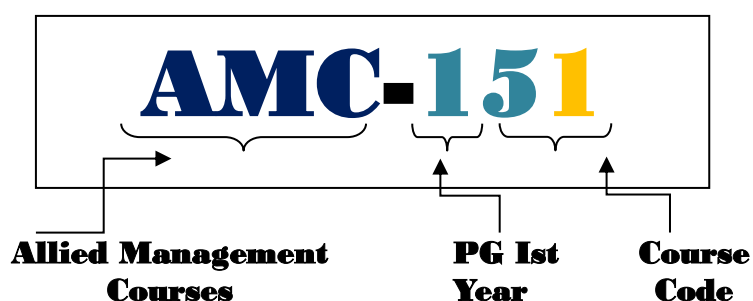
S.No.	Course Type				Maximum of No. of Contact Hours in a Semester			
	L	T	P	Credits	Theory	Tutorial one per week per group	Practical one per week per group	Total
1.	3	1	0	04	42	14	nil	56
2.	3	0	2	04	42	Nil	28	70
3.	2	0	0	02	28	Nil	nil	28
4.	0	1	2	01	Nil	14	28	42

## D) Course Coding

MBA courses offered by management department (Courses under DCC and DEC categories) would be identified by a course code designated by a six letter long string of alpha-numeric characters, first three letters by characters and last three letters by numbers. The first letter of character string indicates the level (“B” for bachelors level courses and “M” for Masters level courses), next two letters of the string indicating the code of the Academic Department offering the course (“MS” for “Department of Management” under the “Faculty of Business Studies”). The last three letters are numbers designating the particular course number. The first number of last three digits indicates the level (year) at which the course is being offered. The last two numbers denote the serial number of the course, which is an odd number if course is offered in the Odd Semester and an even number if course is offered in the Even Semester. For example, the course, “Managerial Economics”, offered in first semester of MBA by “Department of Management” would be numbered as **MMS-101**.



Allied Management Courses of (Courses under AMC category) would also be identified by a six letter long string of alpha-numeric characters but the first three letters in this case are “AMC” acronym of “Allied Management Courses”. For MBA first year courses the coding will start from 151 and onwards and 252 onwards for second year courses for being a PG course and codes lower to it been used for BBA courses.



Generic Open Electives (Courses under GEC category) would also be identified by a six letter long string of alpha-numeric characters but the first three letters in this “GEC-XXX” taken from “Generic Open Elective Courses”.

## Teaching Engagements and Definition of Credits

Every course maintains a teaching schedule for which weekly contact hours are decided for delivering lectures (L), engaging tutorials (T) and/or performing practical (P) to make learning in a course more effective. In the syllabi, the information regarding number of course credits

and contact hours per week is denoted as: Credits (L – T – P); 4 (3-1-0) or 4(3-0-2) or 1(0-0-2) etc.

1 hour of theory session = 1 credit; 1 hour of tutorial session = 1 credit; 2 hour of lab session = 1 credit

## EVALUATION SCHEME

### Weights for Course Evaluation

Evaluation in every course is based on the weights assigned to various components of the course curriculum. These components are designated as under:

CAT	Continuous Assessment - Theory
CAP	Continuous Assessment - Practical
MTE	Mid Term Evaluation - Theory
ETEP	End Term Evaluation - Practical
ETET	End Term Evaluation - Theory
ETIP	End Term Internal Evaluation – Practical

In general, the relative weights assigned to different components of the entire course are:

S.No.	Course Type			Examination		Relative Weights						
	L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
1.	3	1	0	Yes	--	10	--	30	--	60	--	--
2.	3	0	2	Yes	Yes	--	10	15	--	60	15	--
3.	2	0	0	Yes	--	10	--	30	--	60	--	--
4.	0	1	2	--	Yes	--	20	--	20	--	60	--

\*ETEP is for Project evaluation only (Internal Evaluation: 40, End Term Evaluation: 60). End Term evaluation will be based on Presentation and Viva Voce and will be conducted by External Examiner/Faculty from other Departments.

There will be only one Minor Examination. If a student fails to appear in any of the minor exam due to any reason, Department may take appropriate decision

### Credit System

The University follows a modern method of continuous evaluation, which is prevalent in most of the professional institutions nationally and internationally, through a credit system in all its programs. The system offers flexibility to progress at a pace commensurate with the capabilities of a student to minimum credit requirements. The award system follows letter grades on a 10-point scale, where the performance is measured in terms of weighted grade

point averages (SGPA and CGPA). A student has to satisfy minimum CGPA and earned credit requirements to be eligible for the award of degree.

To pass a subject or to earn the credits for a subject, student has to score minimum 45 marks in that subject.

### Grading System:

- The academic performance of a student shall be graded on a 10-point scale.
- The letter grades awarded to a student in all the courses shall be converted into a semester and cumulative performance index called the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA), to be calculated.
- At the end of the program, a student with CGPA of 8.5 and above shall be awarded ‘First Division with Distinction’ and a student with CGPA greater than or equal to 6.0 and less than 8.5 shall be awarded “First Division”. Between 5.0 and 6.0, student will be awarded as “Second Division”.
- A student, who has earned the minimum credits required for a degree but fails to obtain the minimum specified CGPA for this purpose, shall be allowed to register in course(s) till the minimum CGPA is attained within the maximum time limit for different programs.

### Grading System

Academic Performance	Grades	Grade Points
Outstanding	A <sup>+</sup>	10
Excellent	A	9
Very Good	B <sup>+</sup>	8
Good	B	7
Average	C <sup>+</sup>	6
Below Average	C	5
Marginal	D	4
Poor	F	0

### Calculation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA)

$$SGPA = \frac{\sum_{i=1}^n c_i \times p_i}{\sum_{i=1}^n c_i}$$

Where,  $c_i$  = Number of Credits of the  $i^{\text{th}}$  course of a semester for which SGPA is to be calculated,  $p_i$  = Grade point obtained in the  $i^{\text{th}}$  course and  $i = 1 \dots n$ , represent the number of course in which a student is registered in the concerned semester

$$\text{CGPA} = \frac{\sum_{i=1}^m c_i \times p_i}{\sum_{i=1}^m c_i}$$

Where,  $c_i$  = Number of Credits of the  $i^{\text{th}}$  course of a semester,  $p_i$  = Grade point obtained in the  $i^{\text{th}}$  course. A grade lower than 'D' (i.e. grade point < 4) in a course shall not be taken into account and  $i = 1 \dots m$ , represent the number of courses in which a student was registered and obtained a grade not lower than 'D' upto that semester for which CGPA is to be calculated.

### General guidelines for the Award of the Grades

- All evaluations of different components of a course shall be done in marks for each student.
- The marks of various components shall be reduced to approved weights as indicated in the scheme of Teaching and Examination and added to get total marks secured on a 100-Point scale. The rounding off shall be done only once and on the higher side.
- It is suggested that there will not be more than 10% (rounded off to near integer value) A+ grade.
- The grades so awarded shall be moderated by Moderation Committee of a Department.
- For a student to get passing grade, she will have to appear in End Term Examination.
- The method suggested (given below) shall be used for the award of grades with or without marginal adjustment for natural cut- offs.

### Statistical Method for the Award of Grades (Relative Grading)

For the award of grades in a course, all component-wise evaluation shall be done in marks. The marks of different components viz. Mid Term Examination (MTET and MTEP), End Term Examination (ETE), Continuous Assessment-Theory (CAT) and Continuous Assessment-Practical (CAP) would be reduced to relative weights of each component and added. Marks so obtained shall be out of 100 and the same would be converted to grades following the guidelines given below:

The statistical method shall invariably be used, with marginal adjustment for natural cut-off. The mean and the standard deviation of marks obtained of all the students in a course shall be calculated and used to convert the marks into normal variate (Z). The normalized marks (Z) shall be arranged in decreasing order to work out ranges for different letter grades.

$$Z = \frac{X - \bar{X}}{\sigma}$$

Where X = Actual Marks obtained,  $\bar{X}$  = Mean of marks and  $\sigma$  = Standard deviation.

The grade boundaries are left to the discretion of Moderation Committee. However, a minimum of 'D' grade will be awarded if the student scores more than 45 marks in aggregate in a course. The set of boundaries for Z variate is mentioned in the Table below:

Lower Range of Z	Grade	Upper Range of Z
>1.5	A <sup>+</sup>	--
>1.0	A	≤ 1.5
>0.5	B <sup>+</sup>	≤ 1.0
>0.0	B	≤ 0.5
>-0.5	C <sup>+</sup>	≤ 0.0
>-1.0	C	≤ -0.5
>-1.5	D	≤ -1.0
--	F	≤ -1.5

**Awards of Grades Based on Absolute Marks System (if the number of students are less than or equal to 30) to be made as given in the below table**

Marks	Grade	Marks
≥93	A <sup>+</sup>	≤100
≥85	A	≤92
≥77	B <sup>+</sup>	≤84
≥69	B	≤76
≥61	C <sup>+</sup>	≤ 68
≥53	C	≤ 60
≥45	D	≤52
-	F	<45

### Course Registration:

- Every student shall be required to register for the courses that she wants to study for earning credits and her name will appear in the roll list of each of these courses. No credit shall be given if a student attended a course of which she has not registered. The performance of a student in all the courses, for which she has registered, shall be included in her grade card(s).  
Student should first register for the courses of the current semester and then register for the subjects, in which she has been declared failed in the previous year/semester. However, a student shall not be allowed to register for the courses offered to students of third year, if she has not cleared all the courses of first year and a student shall not be allowed to register for the courses offered to students of fourth year, if she has not cleared all the courses of second year.
- Those students who are joining the first year of any of the program shall complete the registration procedure on a specified registration date as per academic calendar/schedule notified from time to time.



### **Minimum Number of Students Required for an Elective Course:**

The Departmental Elective Course (DEC) and Generic Open Elective Course (GEC) of Management Department shall run only if a minimum of 5 students registers for it in a semester. However, for a MOOC, there will not be any restriction on the number of students.

### **Course Evaluation:**

- A student shall be evaluated for her academic performance in a course through tutorials, practical, assignments, term papers, field work/ industrial training, seminars, quizzes as Continuous Assessment-Theory (CAT) and Continuous Assessment-Practical (CAP), Mid-Term Examination Theory (MTET), Mid-Term Examination Practical (MTEP), End-Term Examination- Theory (ETET) and End Term Examination-Practical (ETEP) as applicable according to the guidelines.
- A student can go through her answer sheet(s) of MTET and the ETET and point out any discrepancy in its evaluation on a day fixed by the Department. Objections will be entertained right then, and not even on the next day. Head of Departments will ensure that end term examination answer sheets are shown to the students before the day of moderation, on a date to be specified and prominently displayed by the respective teachers. The answer sheets of the End-Term Examination shall not be shown to a student after finalization of the grades by the Grade Moderation Committee.

### **Grade Moderation Committee:**

- The Dean (Examination Affairs)/CoE will constitute the Grade Moderation Committee for all the Academic Courses under its purview. The Head of the Department shall be the Chairman of the committee along with other faculty members of the department. This committee shall be responsible for adherence to the guidelines for the award of grades.
- The Dean (Examination Affairs)/Controller of Examinations shall organize the tabulation of grades and declaration of results. Dean (Examination Affairs)/COE shall be the custodian of records related to examination and results.

### **Supplementary Examination:**

- Supplementary Examination will be conducted for all back papers of the previous semesters along with the regular examination in both the semesters (even and odd).
- A student will carry the marks obtained by her in the Mid-Term Examination, Practical Examination and Continuous Assessment.

- Students will be awarded marks as per the performance in Supplementary exam. Accordingly, grades will be awarded on the basis of performance of the student in Supplementary exam as per Absolute marks system.
- Supplementary Examination will be allowed only if a student has not been disqualified earlier, either due to shortage of attendance or use of unfair means.

The maximum duration of the MBA program is  $n+2$  years,  $n$  is the total duration of the Programme which is 2 year in case of MBA. A student whose enrolment has been terminated after exhausting the maximum stipulated time for clearing the degree may appeal to the Vice Chancellor for reconsideration within fifteen days from the date of issuance of the communication of termination and the appeal will be disposed off within fifteen days. If the appeal is allowed, her registration and enrolment shall be restored.

## Course Scheme

### FIRST YEAR

<b>First Semester</b>							
S. No.	Course Code	Name of the Course	Category	Workload			Total Credits
				L	T	P	
1.	MMS-101	Management Process and Organizational Behavior	DCC	3	1	-	4
2.	MMS-103	Financial Reporting and Analysis	DCC	3	1	-	4
3.	MMS-105	Marketing Management	DCC	3	1	-	4
4.	AMC-151	Managerial Economics	AMC	3	1	-	4
5.	MMS-107	Decision Sciences	DCC	3	1	-	4
6.	MMS-109	Legal Aspects of Management	DCC	3	1	-	4
7.	AMC-153	Business Communication	AMC	3	1	-	4
8.	AMC-155	Data Analysis Lab	AMC	-	1	2	2
Total				21	8	2	30
<b>Second Semester</b>							
S. No.	Course Code	Name of the Course	Category	Workload			Total Credits
				L	T	P	
1.	MMS-102	Human Resource Management	DCC	3	1	-	4
2.	MMS-104	Financial Management	DCC	3	1	-	4
3.	MMS-106	Business Research Methods	DCC	3	1	-	4
4.	MMS-108	Business Environment	DCC	3	1	-	4
5.	MMS -110	Knowledge and Intellectual Capital Management	DCC	3	1	-	4
6.	MMS-112	Operations Management	DCC	3	1	-	4
7.	MMS-114	Management Accounting	DCC	2	-	-	2
8.	AMC -152	Information Technology and Innovation Management	AMC	3	1	-	4
9.	GEC-XXX*		GEC	2	-	-	2
Total				25	7	0	32

**Note:** There will be at least one Industrial Visit in the 1st year either in the First Semester or Second Semester for the Students. The students will be required to submit a report and present the same to their Industrial Visit In-Charge.

- **Summer Project Report and Viva Voice:** At the end of the Second Semester every student shall undergo Summer Training for Eight Weeks in the industry/Research or Academic Institute. After completion of training they would be required to submit the training report as per the dates decided by the university and they shall also appear for the viva voice. This component will be evaluated during the third semester for 4 credits.
- **Major Project Report and Viva Voice:** In the Fourth semester all the students shall do the project/dissertation of 6 credits. This management project would give them an exposure to the actual business environment, to apply their management knowledge and skills in managing the business. This will prepare them for working in industry and business organizations. At the end of fourth semester as per the dates decided by the university, students would be required to submit their management project report and would also present themselves for viva voice.

## SECOND YEAR

<b>Third Semester</b>							
S. No.	Course Code	Name of the Course	Category	Workload			Total Credits
				L	T	P	
1.	MMS-201	Business Analytics	DCC	2	-	-	2
2.	MMS-203	Corporate Governance	DCC	2	-	-	2
3.	MMS-205	Strategic Management	DCC	3	1	-	4
4.		Discipline Elective-I	Two papers each from Two Specializations (DEC)	3	1	-	4
5.		Discipline Elective-II		3	1	-	4
6.		Discipline Elective-III		3	1	-	4
7.		Discipline Elective-IV		3	1	-	4
8.	MMS-207	Summer Internship Report	DCC	-	-	-	4
9.	GEC XXX*		GEC	2	-	-	2
Total				21	5	-	30
<b>Fourth Semester</b>							
S.No	Course Code	Name of the Course	Category	Workload			Total Credits
				L	T	P	
1.	MMS-202	Project Management	DCC	3	1	-	4
2.	MMS-204	Entrepreneurship Development	DCC	2	-	-	2
3.	MMS-206	Business Intelligence	DCC	2	-	-	2
4.		Discipline Elective – I	Two papers each from Two Specializations (DEC)	3	1	-	4
5.		Discipline Elective – II		3	1	-	4
6.		Discipline Elective – III		3	1	-	4
7.		Discipline Elective – IV		3	1	-	4
8.	MMS-208	Research Project Report	DCC	-	-	-	6
9.	GEC-XXX*		GEC	2	-	-	2
Total				21	5	-	32

\*From the basket as approved by University Level Committee/MOOC: NPTEL and SWAYAM.

## **LIST OF ELECTIVES**

### **Discipline Specific List of Departmental Elective Courses (DEC)**

There are Six main disciplines for Departmental Elective Courses (DEC). Student will choose any two disciplines in third semester. The same disciplines shall be applicable to fourth semester and no change in disciplines shall be allowed. In each semester of final year, a student would be free to choose any two papers from the same disciplines. So there will be four Discipline Electives in Third semester and four Discipline Electives in Fourth Semester.

### **Finance – DEC-1**

#### **Semester: III**

- MMS-209 Investment Management
- MMS-211 Tax Planning and Management
- MMS-213 Investment Banking and Financial Services
- MMS-215 Financial Markets and Institutions
- MMS-217 International Financial Management

#### **Semester: IV**

- MMS-210 Corporate Mergers, Acquisitions and Restructuring
- MMS-212 Derivatives and Risk Management
- MMS-214 Financial Modeling and Analysis
- MMS-216 Management Control Systems
- MMS-218 Strategic Cost Management

### **Human Resource Management- DEC-2**

#### **Semester III**

- MMS-219 Industrial Relations & Labour Legislation
- MMS-221 Compensation Management
- MMS-223 Organizational Development
- MMS-225 Strategic Human Resource Management
- MMS-227 Changing Paradigms in Leadership

#### **Semester IV**

- MMS-220 Cross Cultural and International Human Resource Management
- MMS-222 Performance Management
- MMS-224 Training and Development
- MMS-226 Interpersonal Processes and Counseling Skills for Managers
- MMS-228 Team Building

### **Marketing- DEC-3**

#### **Semester: III**

- MMS-229 Consumer Behavior
- MMS-231 Advertising and Brand Management
- MMS-233 Rural and Social Marketing
- MMS-235 International Marketing
- MMS-237 Sales and Distribution Management
- MMS-239 Marketing Research

#### **Semester IV**

- MMS-230 Retail Management
- MMS-232 Promotion Management and Business 2 Business Marketing
- MMS-234 Marketing of Services
- MMS-236 Digital Marketing

- MMS-238 Customer Relationship Management
- MMS-240 Entrepreneurial Marketing and Sales

### **IT Management- DEC-4**

#### **Semester: III**

- MMS-241 Business Process Reengineering and Change Management
- MMS-243 Business Systems Analysis and Design
- MMS-245 Database Management System
- MMS-247 Data Warehousing and Online Analytical Process
- MMS-249 E-Business
- MMS-251 Knowledge Management and Big Data (Common to Knowledge Management Specialization)

#### **Semester: IV**

- MMS-242 E-Governance
- MMS-244 Strategic Telecommunications Management
- MMS-246 Knowledge and Innovation Management
- MMS-248 E-Learning and Knowledge Management (Common to Knowledge Management Specialization)
- MMS-250 KM Tools and E-Businesses (Common to Knowledge Management Specialization)

### **Knowledge Management- DEC-5**

#### **Semester: III**

- MMS-253 Knowledge Creation, Critical Thinking and Innovation
- MMS-255 Knowledge Management and Big Data
- MMS-257 Knowledge Creation and Skill Development
- MMS-259 Business Intelligence and Knowledge Management
- MMS-261 Knowledge System Strategy and Development

#### **Semester: IV**

- MMS-252 Integrating Knowledge Management with Strategic Initiatives
- MMS-254 Advanced Knowledge Management Concepts
- MMS-256 Learning and Knowledge Management
- MMS-258 Intellectual Property and Knowledge Capital
- MMS-260 KM Tools and E-Businesses

### **Operations and Supply Chain Management– DEC-6**

#### **Semester: III**

- MMS-263 SCM and E-Commerce
- MMS-265 Operations Analytics
- MMS-267 Logistics Planning and Strategy
- MMS-269 Total Quality Management
- MMS-271 Business Process Management and Change
- MMS-273 Computer Aided Design and Manufacturing

#### **Semester: IV**

- MMS-262 Supply Chain Strategy and Innovation
- MMS-264 Transportation and Distribution Management
- MMS-266 IT Applications in SCM
- MMS-268 Operations Research and Strategy
- MMS-270 Materials and Store Management

# SYLLABUS FIRST SEMESTER



<b>Management Process and Organizational Behavior</b>	
Course Code: MMS-101 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 1

**Introduction:** This course discusses about the basic nature of management and describes the functions of management, the specific roles of contemporary management, different approaches to designing organizational structures. This will help the students to understand the role of personality, learning and emotions at work, discover and understand the concept of motivation, leadership, power and conflict, understand the foundations of group behavior and the framework for organizational change and development.

**Course Objectives:** The objective of the course is to help students develop an understanding of the basic management concepts and behavioral processes in organizations, which are important for them to adapt to the changing corporate environment.

**Pre-requisite:** None

**Course Outcomes:** After completion of the course, the students should be able to:

1. Understanding the concept of organizational behaviour.
2. Developing an understanding of managerial functions, skills and roles
3. Strengthening the foundations of individual behaviour with an understanding of human personality, perception, learning and emotions
4. Understanding the basic process of interpersonal relationship
5. Understanding how managers can use the models to enhance motivational levels of employees
6. Understand the concept of stress and learn to manage it
7. Understanding the behavioural approach to Managerial decision-making
8. Develop an understanding of teams and groups in organizations
9. Understanding the process of leadership
10. Understanding the various organization structures and their usefulness.

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
Introduction: Meaning and Nature of Management, The evolution of management thought, Functions and skills of a manager. Management Approaches, Processes, Managerial Skills, Tasks and Responsibilities of a Professional Manager.		
<b>UNIT-II</b>		11 Hours
Organizational Structure and Process: Organizational design, six key elements of organizational design, types of organizational design, organizational structure Managerial Ethos. Managing activities: Planning: need for planning, types of planning, and the elements of planning; Managerial decision making- types of managerial decisions, steps in decision-making process. Controlling: Problem Solving Techniques, Controlling: Process and Techniques, Budgetary and Non-Budgetary control techniques, PERT, CPM.		
<b>UNIT-III</b>		10 Hours
Organization Behavior: An Introduction, Behavioral Dynamics, Levels of OB, Foundations of individual behavior, Personality, Perception, Learning, Values, Attitudes, Motivation, Interpersonal Dynamics, Group Dynamics; Leadership theories and styles. Management of conflict and negotiation.		
<b>UNIT IV</b>		11 Hours
Organizational Culture and Change: Organizational culture, Organizational change: nature and forces of change, resistance to change: and management of resistance to change; Work stress: sources and consequences of stress and its management.		
<b>Text Books</b>		
1	Robbins, S.P. Judge, T.A., Vohra, N. (2018), “Organizational behavior”, (18 <sup>th</sup> Ed.), Pearson Education.	
2	Nahavandi, A., Denhardt R. B., Denhardt, J. V., Aristigueta M. P. (2015), “Organizational Behavior”, Sage Publications. Reference Books:	
3	Greenberg, J. and Baron, R.A. (2015), “Behavior in Organization”, Pearson Education.	
<b>Reference Books</b>		
1	George, J. M. & Jones, G.R. , “Understanding and Managing Organizational Behavior”, (6 <sup>th</sup> Ed.) Pearson Education.	
2	Nelson D.L., Quick, J.C. & Khandelwal, P. (2016), “Organizational Behavior”), Cengage Learning.	

<b>Financial Reporting and Analysis</b>	
Course Code: MMS-103 Contact Hours: L-3 T-1 P-0 Course Category: BMS	Credits: 4 Semester: 1

**Introduction:** Introduction: The course will help the students to understand the commonly used accounting terminologies, the users of accounting information and their respective requirements. This course will enable the learners to have an overall understanding of the Financial Statements of a company, understand the financial statements like the Balance Sheet, Income Statement (Statement of Profit and Loss), Cash Flow Statement and their various elements.

**Course Objectives:** This course aims at enabling the students understand the contents of Financial statements and its analysis. It also sensitizes the students to understand the element and nature of costs, methods and techniques.

**Pre-requisite:** None

**Course Outcomes:** After completion of the course, the students should be able to:

1. Understanding how accounting decisions affects real company practices.
2. Understand the concepts of Depreciation, Inventory valuation and the methods employed by Indian Companies.
3. Strengthening the foundations of the analytical approach to Managerial decision-making.
4. Understanding consumer behavior.
5. Understanding the production problem and how managers make input purchase decisions.
6. Understanding the various market structure and how supply is determined in each.
7. Understanding the external environment, common information problems faced/created by managers.

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Basics of Financial Reporting:</b> Purpose of financial reporting, Users of Financial reports, Conceptual Framework of financial reporting. Define, understand, and apply accounting concepts, Regulatory Framework of Accounting: Reasons for existence of a regulatory framework; legal provisions relating to accounting; setting Indian accounting standards, convergence of international accounting standards, International Financial Reporting Standards (IFRS).		
<b>UNIT-II</b>		11 Hours
<b>Preparation of Financial Reports:</b> Accounting Process- Books of Original Record. Ledger & Trial Balance, Concepts and contents of financial reports and drafting of Financial Reports: statements of Financial Position (Balance Sheet), Statement of Earnings (Profit and Loss Statement).		
<b>UNIT-III</b>		10 Hours
<b>Elements of Financial Statements:</b> AS-2 Valuation of inventories AS-9 Revenue Recognition AS-10 Accounting for Fixed Asset AS-22 Accounting for taxes on Income AS-26 Accounting for Intangible Assets.		
<b>UNIT IV</b>		11 Hours
<b>Financial Analysis:</b> Financial Ratios used in Annual Reports, Management use of Financial Analysis, Graphing Financial Information, Analysis and interpretation of financial statements: Ratio Analysis; Liquidity, Leverage, Solvency and Profitability ratios–Du Pont Chart - Horizontal Analysis and Vertical Analysis, statement of changes in Financial position: Preparation of Cash flow, Working capital changes.		
<b>Text Books</b>		
1	Narayanswamy, R. (2017), “Financial accounting: A Managerial Perspective”, PHI.	
2	Jawahar, Sucheta (2018), “Financial Reporting and Analysis”, Himalaya Publishing House.	
<b>Reference Books</b>		
1	Anthony, R.N. (2013), “Essentials of Financial Accounting”, Prentice Hall.	
2	Banerjee, A., “Financial Accounting”, (3 <sup>rd</sup> Edition), Excel Books, New Delhi.	
3	Vij, M. (2013), <i>Management Accounting</i> (1st ed.). Excel Books.	

<b>Marketing Management</b>	
Course Code: MMS-105 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 1

**Introduction:** This course will build the basic concept of marketing and related concepts. It will provide an in-depth understanding to various elements of marketing mix for effective functioning of an organization. Students will learn some of the tools and techniques of marketing with focus on Indian experiences, approaches and cases.

**Course Objectives:** The basic objective of this course is to develop an understanding of the underlying concepts, strategies and the issues involved in managing the marketing efforts of a firm.

**Pre-requisite:** None

**Course Outcomes:** After completion of the course, the students should be able to:

1. Understanding the nature and scope of marketing
2. Develop an understanding of various marketing philosophies
3. Understanding the marketing mix and marketing environment
4. Understanding segmentation, targeting and positioning
5. Understanding consumer behaviour and its application in marketing
6. Develop an understanding of decisions concerning 4 P's – product, price, place and promotion
7. Understanding contemporary issues in marketing

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
Introduction: Introduction to marketing function; Approaches to marketing, concept of customer value, Marketing Mix concept, classification of goods and services; goods-service continuum. Emerging fields of marketing- Green marketing, Digital marketing, Viral marketing, Neuro marketing.		
<b>UNIT-II</b>		11 Hours
Marketing Environment: Analyzing needs and trends Macro Environment -- PEST analysis. Micro Environment – Industry & Competition. Market Segmentation, Targeting and Positioning: Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP.		
<b>UNIT-III</b>		10 Hours
Product and Pricing Decisions: Types of new product, new product development, managing Product Life Cycle, Branding decisions; packaging and labeling; new trends in packaging. Pricing objectives, Factors influencing pricing decision - approaches to pricing. Distribution and Promotion Decisions: Direct Marketing, Impact of technology & Internet on distribution.		
<b>UNIT IV</b>		11 Hours
Promotional Mix - Advertising, Sales Promotion, Personal Selling, Public Relations. Impact of technology & Internet on Promotion, Marketing Organization and Control: Concept, Types - Functional organization, Product Focused organization, Geographic Organization, Customer Based Organization, Matrix organization. Organization structure for a wide customer orientation. Need of marketing control and audit.		
<b>Text Books</b>		
1	Kotler, P., Keller K.L., Koshy A. and Jha, M. (2013), “Marketing Management: A South Asian Perspective” (14 <sup>th</sup> Edition), Pearson Education.	
2	Lamb, C.W., Hair, J.F., Sharma, D. and McDaniel, C. (2016), “MKTG-A South Asian Perspective”, Cengage Publication.	
<b>Reference Books</b>		
1	Stanton, W.J., “Fundamentals of Marketing”, Tata McGrawHill.	
2	Ramaswamy, V.S., Namakumari S., “Marketing Management: Planning, Implementation and Control”, Macmillian.	
3	Etzel, M., Walker, B., Stanton, W. and Pandit, A (2018), “Marketing Management”, TataMcGrawHill.	
4	William, J., E.J.M. Perreault , “Basic Marketing: A Global Marketing Approach”, Tata McGrawHill	
5	Saxena, R. , “Marketing Management”, 4 <sup>th</sup> Edition, TataMcGrawHill.	

<b>Managerial Economics</b>	
Course Code: AMC-151 Contact Hours: L-3 T-1 P-0 Course Category: AMC	Credits: 4 Semester: 1

**Introduction:** This course will build the basic concept of Economics and its application in managerial decision-making. Students will learn the tools and techniques of economic analysis.

**Course Objectives:** The main objective of this course is to familiarize students with the fundamental theories and concepts of Managerial economics and their relevance in business decision-making.

**Pre-requisite:** None

**Course Outcomes:** After completion of the course, the students should be able to:

1. Strengthening the foundations of the analytical approach to Managerial decision-making
2. Understanding consumer behaviour
3. Understanding the production problem and how managers make input purchase decisions
4. Understanding the various market structure and how supply is determined in each.
5. Understanding the external environment, common information problems faced/created by managers

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Introduction to Managerial Economics: meaning, significance, Micro versus Macroeconomics; Demand Analysis: Individual and market demand, Factors affecting demand, demand elasticity, demand forecasting; Theory of consumer behavior and Utility analysis: Cardinal and ordinal approaches, Revealed Preference Theory.		
<b>UNIT-II</b>		11 Hours
<b>Production Function and Cost Function:</b> Production functions: Law of variable proportions, Laws of return to scale, Economies and diseconomies of scale, Equilibrium of the firm; Cost function: Theory of costs, Short Run and long run costs; Revenue Functions: Total, Average and marginal revenue, Break-even Analysis.		
<b>UNIT-III</b>		10 Hours
<b>Theory of Pricing:</b> Product Markets: Perfect competition, Monopoly, Monopolistic competition, Oligopoly; Equilibrium determination and pricing under different market structures. <b>Pricing Practices and Strategies:</b> Cost-based Pricing: Cost-Plus/Mark-up pricing, Break-even Pricing, Marginal Pricing; Value-based pricing; Competition-based pricing; Demand based Pricing; Pricing Strategies: Price Skimming, Penetration Pricing, Differential Pricing, Promotional Pricing, etc., Use of Excel and Analytics in Decision Making.		
<b>UNIT IV</b>		11 Hours
<b>National Indicators:</b> National Income Aggregates and their measurement; Inflation: Nature and Causes; Fiscal policy: Taxes and Transfer payments, Role of Fiscal Policy; Monetary Policy: Role of Monetary Policy in India, Instruments of monetary control; Liberalization, Privatization and Globalization; FDI, Balance of Payments.		
<b>Text Books</b>		
1	Ahuja H.L.(2017),“Managerial Economics: Analysis of Managerial Decision Making”, S.Chand.	
<b>Reference Books</b>		
1	Baye M.(2013), “Managerial Economics and Business Strategy”, Tata Mc GrawHill.	
2	Png I. and Lehman D., “Managerial Economics”, (3 <sup>rd</sup> Edition), Wiley-Blackell.	
3	Trivedi M.L.,“Managerial Economics Theory and Application”, TataMcGrawHill.	
4	Damodaran S., “Managerial Economics”, Oxford University Press.	
5	Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E., <i>Managerial Economics: Theory, Applications and Cases</i> , (7 <sup>th</sup> Edition), W. W. Norton & Company.	
6	Salvatore, D. (2016). <i>Managerial Economics</i> (8 <sup>th</sup> ed.). Oxford University Press	



<b>Decision Sciences</b>	
Course Code: MMS-107 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 1

**Introduction:** This course will build the quantitative aptitude in the students and they will learn data presentation and analysis for management decision-making.

**Course Objectives:** To equip students with statistical methods, linear programming, probabilistic methods and network analysis and give an exposure to operations research techniques to support business decisions.

**Pre-requisite:** None

**Course Outcomes:** After completion of the course, the students should be able to:

1. Develop ability to use statistical methods
2. Learn linear programming tools for decision making
3. Identify opportunities for application of management science tools
4. Develop critical thinking and problem-solving skills.
5. Learn game theory approach for decision making.
6. Learn decision theory and network models.

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Statistical Methods:</b> Role of statistics in management, Graphical representation of data, Measures of central tendency and dispersion, Standard Deviation, Simple Correlation, Calculation of correlation coefficient, probable error, Rank Correlation, Regression: Linear Regression, Calculation of regression coefficients.</p>		
<b>UNIT-II</b>		10 Hours
<p><b>Probability Distributions:</b> Introduction to probability theory, Addition and Multiplication Theorem, Conditional Probability, Probability distributions - continuous and discrete (Binomial, Exponential, Poisson and Normal Distributions), Baye's Rule, Application of Probability theory in decision making, Introduction to Monte Carlo Simulation- concepts and applications in business.</p>		
<b>UNIT-III</b>		11 Hours
<p><b>Linear Programming:</b> Linear Programming: Formulation and applications, solution through graphical method and Simplex methods, sensitivity analysis, Transportation-Initial Basic Feasible Solution and Test for Optimality and assignment problems- Hungarian Method.</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Operations Research (Decision Theory and Network Analysis):</b> Decision under Certainty and Uncertainty and Risk, Decision Tree Analysis, Game Theory-Pure and Mixed Strategies, Principle of Dominance, Solution of Game Theory problems with the help of Graphical, Algebraic and Simplex Methods.</p> <p><b>Network Analysis-</b>Meaning of Networking, Network Analysis with the help of PERT and CPM.</p>		
<b>Text Books</b>		
1	Keller G.(2017),“Statistics for Management and Economics”, Cengage Learning.	
2	Aczel A., Sounder Pandian J. and Saravanan P. (2012), “Complete Business Statistics”, (7 <sup>th</sup> Ed.), Tata McGraw-Hill Education.	
3	Render B., Stair, R.M., Hanna , M.E.,Hale, T.S. (2018), “Quantitative Analysis for Management”, (13 <sup>th</sup> Ed.), Pearson.	
4	Vohra N.D., “Quantitative Techniques in Management”, (4 <sup>th</sup> Edition), Tata McGraw Hill Publications.	
<b>Reference Books</b>		
1	Levine D.M.(2016),“Statistics for Managers using Microsoft Excel”, (8 <sup>th</sup> Ed.), Pearson Education India.	
2	Hiller F.S., Lieberman G.J., Nag B. and BasuP.(2017), “Introduction to Operations Research”, Tata McGraw Hill Education.	

<b>Legal Aspects of Business</b>	
Course Code: MMS-109 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 1

**Introduction:** This is very important to be familiar with the legal environment for your business. This paper focuses on legal aspects of business.

**Course Objectives:** This course is to develop an understanding about the legal framework by exposing the students regarding the legal structure and its principles under which a business has to operate.

**Course Learning Outcomes:**

1. The course will help students recognize when one has a legal issue in various business settings and transactions.
2. The course will enhance student growth in critical thinking and problem solving regarding legal issues by reviewing factual situations and applying sound legal reasoning to reach a conclusion.
3. It will help students acquire knowledge of basic legal terminologies.

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Business Legislation:</b> Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law, Indian legal System, An introduction of the various legislations under the Indian Legal Framework. <b>Indian Contract Act, 1872 and Negotiable Instruments Act, 1881:</b> Concept of Agreement, Contract, Formation of a Contract, Essentials of a Valid Contract, Offer and Acceptance, Consideration, Discharge of Contract, Remedies for Breach of Contract, Special Contracts, Cases on Indian Contract Act, 1872. Negotiable Instruments Act, 1881: Meaning and Essential Features, Types, Discharge and Liabilities, Dishonor of Negotiable Instruments.</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Companies Act 2013:</b> Meaning and Essential Features of Company, Types of Companies, Formation of Company, Memorandum and Articles of Association, Prospectus; Company Meetings; Company Management: Directors and Independent Directors, Responsibilities, Appointment and Liabilities of Directors; One Person Company.</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Sales of Goods Act and Competition Law:</b> Sales of Goods Act, 1930-Meaning and Essential Elements of Contract of Sale, Meaning of Goods, Conditions and Warranties, Implied Conditions and Warranties, Rights of unpaid seller. Competition Act 2002: Objective, Anti-Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India.</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Consumer Protection Act, 1986 and Information Technology Act, 2000:</b> The Consumer Protection Act, 1986, Definitions of Consumer, Complainant, Goods, Service Meaning of Consumer Dispute, Complaint Unfair Trade Practices - Restrictive Trade Practices, Rights of Consumers, Consumer Disputes Redressal Agencies, The Information Technology Act, 2000, Digital Signature, Digital Signature Certificate, Electronic Governance, Electronic Records, Certifying Authorities, Penalty &amp; Adjudication.</p>		
<b>Text Books</b>		
1	Khuchhal, M.C., Khuchhal, V. (2018). "Business and Corporate Law", Vikas Publishing.	
2	Kapoor N.D. (2015), "Business Laws" , Sultan Chand and Sons.	
<b>Reference Books</b>		
1	Thomas-Mobley, L., (2014). "Legal Concepts for Facility Managers", Wiley Publications.	
2	Lippman, M., (2017). "Law and Society", Sage Publishing.	
3	Pathak, A. (2017). <i>Legal Aspects of Business</i> . Tata McGraw Hill	

4	Gulshan, S. S., (2020). <i>Business Law Including Company</i> . Excel Books
5	Tulsian, P.C., & Tulsian, B. (2017). <i>Business Law</i> . Tata McGraw Hill.
6	Taxmann's Students Guide to Economics Laws, Taxman Allied Services Pvt. Ltd, New Delhi.

<b>Business Communication</b>	
Course Code: AMC-153 Contact Hours: L-3 T-1 P-0 Course Category: AMC	Credits: 4 Semester: 1

**Introduction:** An effective communication is essential for the success of any manager. Modern day communication ways are diverse as well as numerous and understanding them will bring better coordination in teamwork and achieve organizational goals.

**Course Objectives:** The objective of the course is to develop skills and competencies in students to be able to communicate effectively through the written and oral medium. Students will develop familiarity with global business etiquettes and protocol

**Course Learning Outcomes:**

1. Understanding the role of communication in the organizational and Global Context
2. Understanding the basics of effective written and verbal communication
3. Understanding the theoretical models of communication and development in communication research
4. Analysing one's own communication style in different contexts and mediums
5. Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Conceptual Issues in communication, Model of Communication; Barriers and Facilitators in Communication, Aspects of Verbal and Written Communication, Principles of Effective Communication. 7 C's of communication, role of communication in business.		
<b>UNIT-II</b>		11 Hours
<b>Formal Communication:</b> Making effective presentations, Meeting, Interview, Listening Negotiating for Business: Strategy & Tactics, Legal Aspects of Business Communication, Corporate Communication, Global Business Etiquette & Cross Cultural communication.		
<b>UNIT-III</b>		10 Hours
<b>Business Writing:</b> The importance of skillful writing, Deductive, Inductive & AIDA approach to writing business letters writing for Inquiries, Claims, Invitations, Reservations and Orders, Refusal & Collection Letters. Sales Letters; Inter-office Memos; Resume Writing & Recommendation, Essentials of good reports, classification of reports, Report writing.		
<b>UNIT IV</b>		11 Hours
<b>Non-Verbal Communication:</b> Importance of non-verbal communication: Kinesics, Proxemics, Haptics, Chronemics, Paralanguage, Artifacts, Corporate Communication.		
<b>Text Books</b>		
1	Lesikar, R. V., & Petit, J. D. "Business communication". London (7th ed.). Oxford Publishing.	
2	Murphy, H. A., & Hildebrandt, W., "Effective Business Communications". (7 <sup>th</sup> ed) New Delhi: McGrawHill.	
3	Post, P., & Collins, P. P. "The etiquette advantage in business" (2 <sup>nd</sup> ed.). New York: Harper Resource.	
4	Thill, J., & Bovee, C. L. (2020). "Excellence in business communication" (13th ed.). Pearson	
<b>Reference Books</b>		
1	Dent, F. O., & Brent, M. "Influencing India", Palgrave Macmillan.	
2	Hogan, K. "The secret language of business: how to read anyone in 3 seconds or less". New Jersey: John Wiley & Sons.	
3	Weeks, H. "Failure to communicate". Boston: Harvard Business Press	
4	Ludlow, R. & Panton, F; "The Essence of Effective Communications". PrenticeHall.	
5	Bowman, J. P. & Branchaw, P. P. "Business Communications: From Process to Product"; Dryden Press, Chicago. Communication to Inspire: A guide to leaders by Kevin Murray, KoganPage..	

<b>Data Analysis Lab</b>	
Course Code: AMC-155 Contact Hours: L-0 T-1 P-2 Course Category: AMC	Credits: 2 Semester: 1

**Introduction:** This course will give a hands on to the students of the basic tools while making business presentations and research work.

**Course Objectives:** The course aims to equip the students with an understanding of the research process, tools like Excel, SPSS, etc. to facilitate managerial decision-making.

**Course Learning Outcome:**

1. It is expected that after this course the Students should build spreadsheet for modeling for complexities.
2. To exhibit basic understanding of the statistical tools and hence enabling various business decisions based on the data analysis.

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
0	1	2	NO	YES	20	--	--	20	--	60	--



## Contents

<b>UNIT-I</b>		14 Hours
<p><b>Basics of Excel:</b> Essential shortcuts, Paste Special(Value, Transpose),Absolute&amp; Relative referencing. Data Analytics using Excel: Sort &amp;Filter, SUBTOTAL,S UMIFS, COUNTIFS, Pivot Table for multivariable analysis, Computations Sum, Max, Min, Average, Count, Generating multiple reports, VLOOKUP, HLOOKUP, IF, Nested IFs, AND, OR etc. Data Cleaning and MIS reporting: LEFT, RIGHT, MID, UPPER, PROPER, LOWER, TRIM, Find &amp; Replace, Go To Etc. MIS reporting: Automatic row-wise Subtotal, Conditional Formatting, File Password Select Dashboard Techniques, Grouping, Hide- Unhide Columns &amp; Rows etc.</p>		
<b>UNIT-II</b>		14 Hours
<p><b>SPSS:</b> Basics of SPSS course: Defining variables and entering data, Missing data, Importing an Excel file, Sort Cases and Select Cases, Recoding variables, Computing variables, Creating and saving output. Advance Topics in SPSS: Frequencies command, Descriptive command, Cross-tabulations. Data Analytics using SPSS: Parametric and Non Parametric Tests, T Tests, Correlation, Regression, Chi Square, ANOVA etc.</p>		
<b>Text Books</b>		
1	Field, A., (2013). “Discovering Statistics Using IBM SPSS Statistics”, (4 <sup>th</sup> Ed.); Sage Publications.	
2	Walkenbach, J., “Excel 2016 Bible”; Wiley Publications.	
<b>Reference Books</b>		
1	MacInnes, J. (2016), “An Introduction to Secondary Data Analysis with IBM SPSS Statistics”, Sage Publishing.	
2	Maheshwari, A. (2017), “Data Analytics”, McGraw Hill Education.	

# **SECOND SEMESTER**

<b>Human Resource Management</b>	
Course Code: MMS-102	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 2
Course Category: DCC	

**Introduction:** This course will introduce the practices of managing Human resources in any Organization.

**Course Objective:** Upon successful completion of this course the student should be able to explain the understanding of the human side of organization, which is central to their performance and effectiveness. This course considers how people, processes and structures interrelate. It focuses to develop an appreciation of the central importance of human resource strategies for all organizations.

**Learning Outcome:**

1. Students will be able to understand the importance of managing human resources professionally, in view of the constantly changing aspirations of individuals, the business context, and organizational dynamics in the health sector;
2. Students will be able to understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices;
3. Students will be able to appreciate the need for well-designed HR policies that enhance employee motivation and performance;
4. Students will be able to learn the tools and techniques of human resource management systems;
5. Students will be able to understand the dynamics of managing people from real-world examples.

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Introduction:</b> Human Resources Systems- Historical Evolution of the field; Role of Human Resource management in a competitive business environment; Factors influencing Human Resource Management; Strategic Human Resource Management. <b>Manpower planning:</b> Objectives, Importance &amp; Problems of HR Planning Job analysis, Determining Human Resource Requirements; Hiring and Developing Human Resources, The process of forecasting, Definition, uses, Techniques of Job Analysis, Job Description &amp; Job evaluation Competency mapping; Talent Management.</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Recruitment and Selection:</b> Concept Management Development, Evaluation of Training &amp; development, identifying job recruitments, recruitment resources and efficacy. Selection, process and methods, Psychometric tests &amp; its relevance, interview Technique, induction &amp; placement. <b>Training and Development:</b> T&amp;D concept, need, strategy, Identification of needs, designing &amp; implementing training programs.</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Compensation and Performance Management:</b> Performance Management – Concept and Practices Principle and objectives of Performance Appraisal and potential Evaluation, Feedback. Career planning, Succession Planning &amp; Retention – Scope, concept Principles &amp; Practices The problems in managing &amp; advantages. Compensation Management, Transfer, Promotion and Reward Policies;</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Industrial Relations:</b> Definition, concept, context of Industrial Relation, Discipline (Red hot stove principle of discipline, counseling, collective bargaining, Quality of work life; Safety and Health, Employee Welfare, Employee Assistance Programs, Separation, Attrition, Human Resource Auditing, Human Resource Accounting, International Human Resources Management.</p>		
<b>Text Books</b>		
1	Dessler, G. & Varkkey B., (2015), “Human Resource Management”, (14 <sup>th</sup> Ed.), Pearson Education.	
2	Denisi, A., Griffin, R. and Sarkar, A. (2014), “Human Resource Management”, Cengage Learning (India Edition).	
3	DeCenzo, D. A. and Robbins, S. P. “Fundamentals of Human Resource Management”, (10 <sup>th</sup> Edition), John Wiley.	
4	Torrington, D. (2014), “Human Resource Management”, (9 <sup>th</sup> ed.), Pearson Education.	
<b>Reference Books</b>		
1	Lepak, D. & Gowan M., “Human Resource Management”, Pearson Education.	

2	Ivancevich, J.M. (2014), "Human Resource Management", (10 <sup>th</sup> Ed.), Tata McGraw Hill.
4	Byars, L.L. & Rue, L.W. (2014), "Human Resource Management", (10 <sup>th</sup> Ed.), Tata McGrawHill.

<b>Financial Management</b>	
Course Code: MMS-104	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 2
Course Category: DCC	

**Introduction:** This course will build the basic understanding of finance functions in any organization.

**Course Objective:** The objective of the course is to help in developing Skills in arranging Finance, making Investment decisions and Managing Working capital, besides examining the contemporary issues in the context of managing corporate finance.

**Learning Outcome:**

1. Understanding the evolution and growth of the finance function. The objective of the firm – Shareholder wealth maximization.
2. Make Strategic Investment decisions with the help of NPV, IRR and PI techniques. Calculating and interpreting the cost of capital for companies.
3. Financing options available to firms, Trade-off between debt and equity, Criteria for deciding the optimal financing mix.
4. How do managers decide how much to reinvest and how much to return to owners as dividends?
5. Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Overview of Finance Functions:</b> Financial management: Functions, scope and objectives, Environment of Financial Management; Time Value of Money – Annuity and present value of different types of cash flows, concept of Risk and Return, Valuation of Securities –Bonds and Equity.</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Financing Decision:</b> Capital Structure; The concept of Operating, Financial and Combined Leverage; Designing the capital structure- Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Hypothesis with and without Corporate Taxes; Concepts and estimation of Cost of Capital.</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Investment Decision:</b> Need for Investment Decision; Estimation of Cash Flows, Discounting Methods, Factoring Risk and Price change; Risk Analysis in Investment Decisions-Certainty Equivalent; Risk Adjusted Discount Rate; Decision Tree Approach. <b>Working Capital Decision:</b> Concept of Working Capital - Fixed and Fluctuating, Gross vs Net, Factors affecting Working Capital Management; Working Capital gap, Management of Cash, Inventories, Receivables and Trade Liabilities.</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Dividend Decision:</b> Retained Earnings and Dividend Decision; Gordon Model; Walter Model; MM Approach; Lintner Model; Dividend Policy Decision, ESOP and Bonus Shares. <b>Emerging Issues in Finance:</b> An Overview Leasing &amp; Hire-Purchase, Corporate Restructuring, LBO.</p>		
<b>Text Books</b>		
1	Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. “Principles of corporate finance, (8 <sup>th</sup> Edition),New Delhi: Tata Mc- GrawHill.	
2	Pandey, I.M. (2015), “Financial Management”, (11 <sup>th</sup> Ed.), Vikas Publishing House.	
3	Damodaran, A. (2014), "Applied Corporate Finance", Wiley Publications.	
<b>Reference Books</b>		
1	Brigham, E.F. (2017), “Financial Management: Theory and Practice”, Cengage Publication.	
2	Van Horne, J.C., “Financial Management and Policy”, (12 <sup>th</sup> Edition), Pearson Publication.	
3	Damodaran, A., “Corporate Finance Theory and Practice”, (2 <sup>nd</sup> Edition)Wiley Publication.	

4	Higgins, R.C.,“Analysis for Financial Management”, (10 <sup>th</sup> Edition)McGraw Hill/ IrwinSeries.
5	Ross, S.A., Westerfield, R.W., Jaffe, J. (2013), “Principles of Corporate Finance”, McGrawHill Education.
6	Brigham, E.F., & Daves, P.R. (2016). <i>Intermediate Financial Management</i> (12th ed.). South Western.
7	Chandra, P. (2015). <i>Financial Management</i> (9th ed.). McGraw Hill.



<b>Business Research Methods</b>	
Course Code: MMS-106 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 2

**Introduction:** To understand the business in better way for making more accurate decisions an understanding of business research methods is required. This course will train the students for business research.

**Course Objective:** This course aims to make student conversant with the techniques, tools and procedure to conduct research to facilitate decision-making.

### Course Learning Outcomes

1. Know different sources of data
2. Ability to summarize and present data to a diverse audience
3. Understand and use sampling and inferential statistics
4. Ability to use spreadsheet software for data analysis and statistical model building
5. Learn management science tool linear and integer programming
6. Identify opportunities for application of management science tools
7. Ability to build and solve linear programming models using spreadsheet software.
8. Develop critical thinking and problem-solving skills.

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

### Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Definition, Importance, types of research, Process of research, Formulation of the research problem, development of the research hypotheses, Types of Hypotheses.		
<b>UNIT-II</b>		11 Hours
<p><b>Research Design:</b> Definition, Classification: Exploratory, Descriptive, Causal; Exploratory research design: Primary, Secondary, Qualitative. Descriptive research design: Survey and observation. Causal Research design: experimental designs.</p> <p><b>Measurement and Scaling:</b> Comparative and noncomparative scaling techniques. Questionnaire and Form Design (Field data collection)</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Sampling and Data Analysis:</b> Concept, designs; Types of sampling designs-probability, non-probability, mixed sampling designs; sampling frame; Sample size determination; Data processing- editing, coding and tabulating; Hypothesis testing- concept, types of errors, steps in Hypothesis Testing.</p> <p><b>Data analysis-</b> Correlation and Regression- univariate, bivariate, multivariate; Parametric and Non-parametric Tests</p>		
<b>UNIT IV</b>		11 Hours
<b>Advanced analytical techniques:</b> Analysis of Variance and Covariance, Discriminant and Logit Analysis, Factor analysis, Cluster Analysis, Multidimensional scaling and Conjoint Analysis.		
<b>Text Books</b>		
1	Donald, C. Schindler P., Sharma, J. K. (2014), “Business Research Methods”, (12 <sup>th</sup> Ed.), McGraw Hill Education.	
2	Chawala and Sondhi(2016) “Research Methodology: Concepts and Cases”.	
3	N. Malhotra (2019) “Marketing Research: An Applied Orientation”, 7e	
<b>Reference Books</b>		
1	Bryman Alan, BellEmma (2015),“Business Research Methods”, (4 <sup>th</sup> Ed.), Oxford University Press.	
2	Malhotra, K. N., Satyabhushan, D. (2015), “Marketing Research”, (7 <sup>th</sup> Edition)Pearson Education.	
3	Mark, S., Philip, L., Adrian, T., “Research Method for Business Student”, (5 <sup>th</sup> Edition), Pearson Education.	
4	Joseph, H.F., William, B.C., Babin, B. J., Rolph, A. E. (2015), “Multivariate Data Analysis”, (7 <sup>th</sup> Ed.), Pearson Education.	

<b>Business Environment</b>	
Course Code: MMS-108 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 2

**Introduction:** Analyzing the business environment is necessary for survival and growth of any business organization. This paper helps students to understand and analyze the business environment.

**Course Objective:** to acquaint the students with concepts of business environment; political, legal, economic, social, cultural and technological and their influence on business decision-making.

**Course Learning outcomes:**

1. Students shall be able to understand the factors affecting a business.
2. Students shall learn the tools to scan the business environment.
3. Students shall be able to understand the economic environment of India and how the policies and reforms strengthen the same.

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>	10 Hours
<p><b>Introduction:</b> Business Environment; Importance, Types- Internal and External, Micro and Macro. Environment Analysis and Scanning: Environment Analysis: Techniques of environment analysis, PESTLE Analysis and SWOT, Environment Scanning: Identification of Relevant Variables, Data Collection Mechanism, summarizing and reporting Environmental Trends.</p> <p>Major environment issues and challenges: Inflation, Unemployment, Business Cycle-phases, management of cyclical fluctuations.</p>	
<b>UNIT-II</b>	11 Hours
<p><b>Business Environment in India:</b> Political environment and Business: Types of Political Systems, Political Risks Socio-cultural environment of Business: Elements of Culture, Doing Business in India- A cultural Perspective, Demographic Environmental Factors, Legal Environment and Business: Indian Legal System, Legal Protection for Business in India.</p>	
<b>UNIT-III</b>	10 Hours
<p><b>Economic Environment and Reforms:</b> Economic Environment: Analysis of Sectors, Economic Planning in India; Structural adjustment and Economic reforms: Industrial policy, Sectoral reforms, Agriculture Sector and Land Reforms; Service Sector, Service-led growth in India. Foreign Trade Policy and Liberalization, Labor Market and Reforms.</p>	
<b>UNIT IV</b>	11 Hours
<p><b>Business Environment in Global Context: Globalization vs Protectionism, Its impact;</b> International Institutions/Organizations: GATT, WTO, IMF; Multinationals and their Economic Impact; Flow of foreign capital; FDI, FII, FEMA, etc. Industry 4.0 and its impact on growth. Contemporary issues in Indian Business Environment.</p>	

<b>Text Books</b>	
1	K. Aswathappa, (2017), “Essentials of Business Environment” Himalya Publishing House.
2	Madhur M. Mahajan (2020) “Indian Economy”, Pearson.
<b>Reference Books</b>	
1	Paul J. , “Business Environment-Text and Cases”, Tata McGrawHill.
2	Baron D.P. , “Business and Its Environment”, (7 <sup>th</sup> Ed.), Pearson Prentice- Hall.
3	Paul J. and Gupta P. , “Economic Environment and Policies for Business”, Tata McGrawHill.

<b>Knowledge and Intellectual Capital Management</b>	
Course Code: MMS-110 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 2

**Introduction:** This course will build the basic understanding of knowledge and intellectual capital management.

**Course Objective:** This course is to prepare students to manage knowledge and understand the different views of knowledge. It will educate them to examine the contemporary practices, tools of knowledge management (KM) in the context of an organization. It will help the students to examine the ways to utilize explicit knowledge, tacit knowledge and intellectual capital for the competitive advantage keeping ethical, managerial and legal issues.

**Course Learning Outcomes:**

1. Knowing the history of innovation and its connection to the present
2. Understanding the models of innovation
3. Analysing the role of Intellectual Property Rights and the role of Institutions
4. Understanding the theories and practices of management of innovation
5. Analysing innovation in the context of developing countries

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Fundamentals of KM:</b> Data, Information and Knowledge; Knowledge Management, Evolution of KM; Knowledge Management’s Value Proposition, Life cycles for Knowledge Management Systems, Knowledge Engineering, Knowledge Acquisition, Knowledge Economy, Knowledge Assets, Users Vs. Knowledge Workers, Aligning KM and Business Strategy, Cases in the area of KM.</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Types of Knowledge and KM Models:</b> Multidisciplinary Nature of KM, Types of knowledge and its implications for KM, Explicit Knowledge, Tacit Knowledge, Knowledge creation, Models for Knowledge Creation, SECI Model of Knowledge Creation, Ba Model of Knowledge Creation, Capturing Tacit Knowledge, Best Practices and Knowledge Management, Internet of Things, Actionable Intelligence, Business Strategy on Knowledge Strategic Advantage.</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Strategic Knowledge Management and KM Tools:</b> Organizational Perspectives on Knowledge Management, Generating a KM- specific vision, Integrating organizational and business goals with KM, Choosing the right KM techniques, Knowledge Management Strategies: Codification and Personalization, Document Registry, Expert Directory, Communities of Practice, After Action Review, Knowledge Audit, Knowledge/Peer Assist, Knowledge Mapping, Knowledge Management System Life Cycle (KMSLC), Challenges and Barriers to Knowledge Management Systems.</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Intellectual Capital:</b> Intellectual Capital, Knowledge as Asset &amp; Intellectual Property, Relational Capital, Structural Capital, Balanced Scorecard, Intellectual Capital versus Physical Assets, Valuation of the Organization, Components of the Intellectual Capital, Intellectual Capital Navigator, Intellectual Capital and Balanced Scorecard, Case study for Intellectual Capital.</p>		
<b>Text Books</b>		
1	Machado, C., & Davim, J.P. (2014), Transfer and Management of Knowledge, Wiley Publications.	
2	Hislop, D. (2013), Knowledge Management in Organizations: A Critical Introduction, Oxford University Press.	
<b>Reference Books</b>		
1	Bartholomew, D., “Building on Knowledge: Developing Expertise, Creativity and Intellectual Capital in the Construction Professions”, Wiley Publications.	
2	Takeuchi, H., Nonaka, I., “Hitotsubashion Knowledge Management”, Wiley and Sons.	

<b>OPERATIONS MANAGEMENT</b>	
Course Code: MMS-112 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 2

**Introduction:** This paper will build the basic understanding of operations and supply chain management of any organization.

**Course Objective:** To develop an understanding of the strategic importance of Operations & SCM and how it can provide a competitive advantage in the market place. To understand the relationship between Operations and SCM and other business functions, such as Marketing, Finance, Accounting and Human Resource.

**Course Learning Outcomes:**

1. Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
2. Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.
3. Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analysed with the help of process flow charts.
4. How do managers decide how much to reinvest and how much to return to owners as dividends?
5. Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Introduction:</b> Introduction to Production Management- role, scope and interface with marketing, finance, strategy; Introduction to Supply Chain Management, Types of production systems, Concepts of productivity. Demand forecasting, Time Series, Regression Analysis and Qualitative techniques, Concept of Strategic fit, Classification of SCs</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Design and Selection: Product</b> Design and Process Selection, Service Design, Outsourcing, Value Engineering, QFD, Concurrent Engineering, Facility Planning- location, layout <b>Inventory Management:</b> Inventory management in Deterministic and uncertain environment, Classification of Inventory, Material Requirements Planning(MRP)</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Supply Management:</b> Vendor selection, rating, Supply management, Inbound logistics, Warehouse management, JIT, Distribution requirements planning (DRP). <b>Quality:</b> Total Quality Management (TQM), Six-sigma, ISO 9000, MIS, Distribution management, Outbound logistics, Channels of distribution.</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Supply Chain:</b> Flexibility and Agility in SC, Mass Customization, Supply Chain restructuring, Smart Pricing, IT in SCM, Performance measurement of Supply Chains.</p>		
<b>Text Books</b>		
1	Charry, S.N (2019). “Production and Operation Management-Concepts, Methods & Strategy”, John Willy & Sons Asia Pvt . Limited.	
2	Wisner, J.D. (2016), “Operations Management: A Supply Chain Process Approach”, Sage Publications.	
<b>Reference Books</b>		
1	Adam Jr., E. and Ebert, R. “Production and Operation Management”, Prentice Hall of India.	
2	Coyle, J.J.,Bardi, E.J., Langley, C.J., “The management of Business Logistics–A supply Chain Perspective”, Thomson Press.	
3	Wisner, J.D., Tan, K-C, Keong Leong, G. (2012), “Principles of Supply Chain Management : A Balanced Approach”, Cengage Learning.	



<b>Management Accounting</b>	
Course Code: MMS-114 Contact Hours: L-2 T-0 P-0 Course Category: DCC	Credits: 2 Semester: 2

**Introduction:** This course will help enabling students to understand accounting information and use it for managerial decision making.

**Course Objective:** To impart skills in using cost concepts for strategic, tactical and managerial decisions so as to facilitate managerial decision-making.

**Course Learning Outcomes:**

1. Strengthening the foundations of the analytical approach to Managerial decision-making
2. Understanding cost behaviour
3. Understanding how managers make a variety of decisions
4. Understanding the relevance of budgeting and computing variances to undertake performance evaluation
5. Understanding Activity Based Cost Management vs. Traditional Cost Management

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
2	0	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		07 Hours
<b>Introduction to Management Accounting:</b> Concepts, uses and changing scenario, Foundations of Management Accounting, Role of Management Accountant – controllership function.		
<b>UNIT-II</b>		07 Hours
<b>Cost analysis – Variable vs. Absorption Costing, Marginal Costing and its application in Decision-Making, Cost-Volume-Profit Analysis - Break- Even Analysis, Profit Volume graph, multi product BEP.</b>		
<b>UNIT-III</b>		07 Hours
<b>Approaches to Cost Management:</b> Activity based approaches to management, Analysis of common costs in manufacturing and service industry, Life cycle costing, ,Back flush costing, Quality Costing.		
<b>UNIT IV</b>		07 Hours
<b>Budgetary Control &amp; Performance measurement:</b> Fixed vs. Flexible Budget, Performance Budgets, Zero based Budgets; Responsibility accounting - Cost, Expense and Profit centers. Standard Costing and Variance Analysis.		
<b>Alternative choice decisions:</b> Cost concepts for decision making – Sunk cost, Relevant vs. Irrelevant cost, non-cost factors in decision making, Make or Buy, shut down decision		
<b>Text Books</b>		
1	Khan, M.Y., Jain, P.K.(2018),“Management Accounting”, Tata McGraw Hill Education	
2	Horngren, T. C., Datar, S. M., Foster, G., Rajan, M. V., & Ittner, C. (2015), “Cost Accounting: A Managerial Emphasis”,(13th ed.), Prentice Hall of India	
<b>Reference Books</b>		
1	Atkinson, A. A., Kaplan, R.S., Mark, S, Young, S. (2012), “Management Accounting”, (4 <sup>th</sup> ed.). New Delhi: Pearson Education.	
2	Arora, M.N. (2012), “Cost Accounting”, Vikas Publishing House.	
3	Pandey, I.M. (2015), “Financial Management” (11 <sup>th</sup> Ed.), Vikas Publishing House.	

<b>INFORMATION TECHNOLOGY AND INNOVATION MANAGEMENT</b>	
Course Code: AMC-152	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 2
Course Category: DCC	

**Introduction:** This course will build the basic understanding of Information Technology and Innovation Management.

**Course Objective:** This course is designed to help students to understand the importance of information technology & innovation in the business arena.

**Course Learning Outcomes:**

1. Developing an understanding of transacting electronically and emerging technology for the same.
2. Familiarizing the students with the concepts of EDI and Knowledge Management for e-Commerce.
3. Introduce the students to the government initiatives for e-business.
4. Discuss the significance of electronic payments.
5. Develop an appreciation of strategies for e-Business.

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Data Organization issues, Exposure to Database Management System and SQL, Fundamentals of Data Warehouse and Data Mining for Decision Support.		
<b>UNIT-II</b>		11 Hours
<b>E-Services:</b> Business Process Re-engineering and IT, Overview of Digital India Program, E-Commerce, E-Governance: Issues and Challenges.		
<b>UNIT-III</b>		10 Hours
<b>Innovations Management:</b> difference between Invention & Innovation; Creativity, Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management.		
<b>UNIT IV</b>		11 Hours
<b>Creative and Lateral Thinking Management:</b> Thinking, Creative Thinking and Lateral Thinking.		
<b>Text Books</b>		
1	Suri P.K. and Sushil (2017), “Strategic Planning and Implementation of E-governance”, Springer: Singapore.	
2	Fredrick, B. “Managing Technological Innovation, Competitive Advantage from change”, John Wiley & Sons, Inc.,USA.	
<b>Reference Books</b>		
1	Szakonyi Robert, “Handbook of Technology Management”, Viva Book Pvt Ltd. CRC Press.	
2	Carnall, C. “Change Management Tool Kit”, Thomson Learning Process.	
3	Amidon, D.M. “Innovation Strategy for the Knowledge Economy: The Ken Awakening”, Butterwork-Heinemann, New Delhi.	
4	Westerman, G., Bonnet, D.,McCafe, A. (2014), “Leading Digital: Turning Technology Into Business”, Harvard	