

			Credits: 03		
Course Name: Business Environment	Course Type: Core	Course Code: 10100	Lecture: 42	Tutorials: 0	Practical: 0
Objective: To make students aware about the business environment of a country so that they can play their perfect role in corporate strategy making process.					Marks
Unit 1: Concept and significance of Business Environment; Role of Public and Private Sector; Basic Features of Indian planning – After adoption of Niti Aayog, Industrial Policy of India and Assam.					10
Unit 2: Demographic Concept of Transition: Size, Composition and Growth of Population; Problems and Policies relating to Population to India; Natural Resources: A brief study of natural resources in India and their significance in the process of Economic Development, Labour Issues of India.					10
Unit 3: Place of agriculture in India economy; principal crops and growth rate of agriculture, Agricultural Challenges, Future of Agriculture in Current Service Sector Dominance in India.					10
Unit 4: Principal Industries: A brief study of present positions, recent development, problems and the future prospect of Industries in India; Small Scale Industries – their role, problems and prospects in India, Service Sector Industry, Industry and Environment.					10
Unit 5: Transport – its significance in Economic development, Foreign Trade – Recent Trends and Structure of Foreign Trade in India; Foreign Trade Policy – Dynamics and Current Challenges, Policy of Promoting Foreign Investments under Current Scenario.					10
References:					
<ol style="list-style-type: none"> 1. Business Environment, Shaikh & Saleem, Pearson, 2nd Edition. 2. Business Environment, Text and Cases Francis Cherunilam, Himalaya Publishing House, 8th Edition. 3. Business Environment, Mittal , Excel Books. 4. Business Environment V. Neelamegam, Vrinda Publications. 5. Mishra S K & Puri V K, Economic Environment of Business, Himalaya Publishing House, 3rd Edition. 					

Pedagogy: Teaching methods & techniques- Lecture, Discussion, Brain storming, Assignment, Case study, Audio-visual teaching learning

Group Project: The group project is to be completed by team of five to six students. The group will be assigned a relevant topic related to the syllabus and the current environmental situations. The presentation of the group assignments will be done during the assigned class hours.

Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totalling 20 marks, Assignment/Presentation – 20).

End Semester: 60 Marks

			Credits: 03		
Course Name: Principles of Management	Course Type: Core	Course Code: 10200	Lecture: 42	Tutorials: 0	Practical: 0
Objective: The course has been designed to make students aware about the basics of Management – theory and practices					Marks
Unit 1: Meaning and concept of Management; Evolution of Modern Management Thoughts; Systems Approach and Contingency Approach to Management; The Management Process					12
Unit 2: Planning Concept and Importance; Long Term and Short Term Planning; Elements of Planning; Policy, Strategy and Objectives; Management by Objectives; Decision Making, Decision Tree analysis					12
Unit 3: Organisation Organising and Organizational Structure—Formal and Informal Organization; Departmentalization; Span of Management					12
Unit 4: Authority, Power, Delegation; Decentralization; Line and Staff Authority; Conflict					12
Unit 5: Coordination, Cooperation, Coordination as an essence of Management; Need, Type and Techniques of Coordination; Managerial Control; Reporting; Management by Exception					12
References:					
<ol style="list-style-type: none"> 1. Management A Global , innovative and Entrepreneurial Perspective, Heinz Wehrich, Mark V. Cannice and Harold Koontz, McGraw Hill 2. Management—James A.F. Stoner, A.Edward Freeman and Daniel R. Gilbert Jr. Pearson 3. Management—Stephen, P. Robbins, Mary Coulter and Neharika Vohra, Pearson 4. Fundamentals of Management—Stephen P. Robbins, David A. Eecenzo, Pearson Education 5. Essentials of Management-- Stephen P. Robbins, David A. Eecenzo, S Bhattacharyya, M Agarwal, Pearson 					

Pedagogy—Class lecture, Case study, Group discussion

Evaluation: Internal assessment 40 marks (Two Sessional Examinations--10 marks each, Class/Group Participation--10 marks, Assignment/Case Analysis 10 marks);

End Semester Examination: 60 marks

			Credits: 03		
Course Name: Organisational Theory and Behaviour	Course Type: Core	Course Code: 10300	Lecture: 28	Tutorials: 14	Practical: 0
Objective: The course has been designed to make the students familiar with organisational behaviour studies and the various factors impacting it.					Marks
Unit 1: Introduction, Learning and Personality Introduction to Organizational Behaviour; Learning; -Types of Learning; theories of Learning; Personality - determinants, personality traits, theories of personality, , moods, emotions and personality					12
Unit 2: Values, Attitude and Perception Values – concepts, types of values, comparison between attitude and values Attitude- types, formation and change of attitude; Perception – concept and application;					12
Unit 3: Leadership and Motivation Leadership - Styles of Leadership; Theories of Leadership. Motivation (Introduction, Nature, Process); Theories of Motivation					12
Unit 4: Communication Communication – meaning of communication, process of communication, Communication barriers, steps to make communication effective; Nonverbal communications					12
Unit 5: Group and Group Dynamics Groups – Classifications and formation of groups; Group Dynamics and Effectiveness; Group Influence.					12
References:					
<ol style="list-style-type: none"> 1. Organisational Behaviour, Stephen P. Robbins, PHI. Eastern Economy Edition, N. Delhi 2. 2. Organizational Behaviour — Korman, Abraham K. Prentice Hall, Delhi 3. Management of Organisational Behaviour— Hersey, Paul & Blanchard, K.N. : Prentice Hall, Delhi 4. Organisational Behaviour— Fred Luthans Prentice Hall. 5. Human Behaviour at Work, Keith Davis: Tata McGraw Hill. 					

Pedagogy: Lecture Method, Case Study Based Learning, Assignment, and Research Based Learning, Group Discussion and Audio-Visual Tools

Evaluation: Internal Assessment: 40 marks (2 Sessional Examinations - 10 marks each; Assignments/Presentation- 15 marks; Case study/Class participation/ Group participation- 5).

End Semester Examination: 60 marks

			Credits:03		
Course Name: Managerial Economics	Course Type: Core	Course Code: 10400	Lecture: 28	Tutorials: 14	Practical: 0
Objective: The course aims at making the students aware about the different basic concepts of Economics and its impact on the external and internal environment of the organizations and hence these will help them in the process of managerial decision making.					Marks
Unit 1: Fundamentals of Managerial Economics, Its Scope, Nature, Micro and Macro analysis Static and Dynamic concepts.					8
Unit 2: Demand Analysis, Types of Demand, Elasticity of Demand					6
Unit 3: Various Cost Concepts: Marginal Cost, Average Cost, Total Cost, Opportunity Cost, Social Cost, Private Cost, Accountants' Cost, Economists' cost and cost control measures.					8
Unit 4: Production Function: Input Output Relations, Law of Variable Proportions, Returns to Scale, Advantages and Disadvantages of different Scales					10
Unit 5: Objectives of a firm, Different Types of Market Structure and relevant concepts					10
Unit 6: National Income Analysis: Various approaches of National Income Analysis, Importance of National Income Analysis, GDP, GNP, NNP, NI,PI,DPI etc					10
Unit 7: Meaning, Nature, Causes and impact of Inflation and Business Cycle: Theories of Business Cycle and Causes.					8
References: <ol style="list-style-type: none"> 1. Managerial Economics, M L Jhingan, Vrinda Publications (P)LTD 2. Managerial Economics, Seema Damodaran, Oxford University Press 3. Managerial Economics, Vinita Agarwal, Pearson 4. Managerial Economics Yogesh Maheshwari, PHI 5. Managerial Economics, Analysis of Managerial Decision Making, Based on UGC model curriculum for MBA, H L Ahuja, S Chand 					

Pedagogy: Classroom lectures, Presentations, Seminar, Group Discussion, Case Analysis.

Evaluation: *Internal assessment:* 40 marks (*Internal assessment* will consist of Written Examination of 20Marks and Seminar, Group activities and Case Analysis of 20Marks).

End Semester Examination: 60marks.

			Credits: 04		
Course Name: Accounting for Managers	Course Type: Core	Course Code: 10500	Lecture: 28	Tutorials: 14	Practical: 0
Objective: The course has been designed to provide basic understanding of different concepts of accounting.					Marks
Unit 1: Introduction to Accounting, Accounting Principles, Users of Accounting Information, Accounting Equation, Recording, Classification and summarizing for information need, Preparation of Financial Statements, Understanding of Financial Statements and Financial Reporting, Accounting Information System					20
Unit 2: Introduction to Cost Accounting, Marginal Costing and Absorption Costing, Standard Costing.					10
Unit 3: Inventory Valuation, Depreciation Accounting, Theoretical introduction to Value Added Accounting, Responsibility Accounting, Human Resource Accounting.					20
Unit 4: Management Accounting, Budget and Budgetary Control.					10
References:					
<ol style="list-style-type: none"> 1. Introduction to Accounting G.D.S. Agarwal, Kalyani Publishers 2. Accounting for Managers Maheswari and Maheshwari, Vikas 3. Accounting for Managers, Ashis Bhattacharyjee, PHI 4. Cost Accounting, Jain & Narang, Kalyani Publisher 5. Financial Management, Sharma & Gupta, Kalyani Publisher 					

Pedagogy: Lecture Method, Case Study Based Learning, Assignment, and Research Based Learning, Group Discussion and Audio-Visual Tools.

Evaluation: Internal Assessment: 40 marks (2 Sessional Examinations – 10 marks each; Assignments/Presentation- 15 marks; Case study/Class participation/ Group participation- 5).

End Semester Examination: 60 marks

			Credits: 03		
Course Name: Human Resource Management	Course Type: Core	Course Code: 10600	Lecture: 28	Tutorials 14	Practical: 0
Objectives: This paper is to give a conceptual idea of one of the important resource (asset) of the organization, Human Resource Management and its applicability in an organization.					Marks
Unit 1: Introduction to Human Resource Management: Introduction, Concept of Human Resource Management, Scope of Human Resource Management, History of Human Resource Management, Function of Human Resource Management, Role of HRM					12
Unit 2: Job Analysis and Design;_Concept of Job Analysis, Process of Job Analysis, Methods of Job Analysis. Human Resource Planning: Need of Human Resource Planning, Process for Human Resource Planning, HR Forecasting Techniques, Successful Human Resource Planning Recruitment and Selection: Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction.					12
Unit 3: Training and Management Development: Meaning of Training, Area of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences Between Training and Development, Evaluation of Training and Management Development, Employee Career Planning and Growth: Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning					12
Unit 4: Performance Appraisal: Concept and Need for Performance, Reviews, Overview of Performance Appraisal, Types of Appraisal Methods, 360 degree appraisal, Benefits Compensation Management: Wage and Salary Administration, Managing Wages, Concept of Rewards and Incentives, Managing Benefits in Organisations; Job Evaluation: Concept of Job Evaluation, Objectives, Techniques, Advantages and Limitations, Introduction to Competency					12
Unit 5: Employee Welfare and Working Conditions: Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities; Emerging Trends in HRM: HRIS, Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement. Work life balance					12
References:					
<ol style="list-style-type: none"> 1. Human Resource Management: Text & Cases, Ashwathappa, McGraw Hills. 2. Personnel Management, C B Mamoria, Himalayan Publishing House 3. Human Resource Management, D K Bhattacharya, Excel Books. 4. Human Resource Management, V S P Rao, Excel Books. 5. Human Resources, Berwell & Holden—Macmillan 					

Pedagogy: Teaching methods & techniques- Lecture, Discussion, Brain storming, Assignment, Case study, Audio-visual teaching learning, Group Project in an organization.

Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totalling 20 marks, Assignment/Presentation and other activities – 20)

End Semester Examination: 60 marks

			Credits: 04		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Computer Applications in Management	Core	10700	42	0	28
Objectives: The main objective of this course is to help learners know the use of computers in a business environment. It seeks to make him/her confident in handling the computer keeping in mind the law and use it in his/her day-to-day activities effectively					Marks
Unit 1: Introduction to the computer as an important business tool in terms of its three important functions – storage, processing and communication; Overview of the development of computers till date; Classifying the computer; Understanding the digital computer – role of number systems, von Neumann Architecture, Constituents of the Computer System – Hardware, Software and Users; Hardware and Software Classification					12
Unit 2: Introducing IT with relation to computers, Basics of Data Communication – data transmission modes, analog and digital signals, modulation, multiplexing, switching ; Computer Networks – OSI Model, topologies, access methods, media, network types and devices; Internet – TCP/IP, services, netiquettes; Security – tools and techniques					12
Unit 3: Business Data Processing – functions, modes, business files and organizations, file processing; Information Systems; Internet enabled Business Systems – uses and benefits, Intranets and Extranets; E-business; M-business & Apps; Big Data					8
Unit 4: Latest advancements in the field of computers with relation to business, Computer Ethics, Cyber Crimes and the IT Act 2000 / 2008					8
Unit 5: Programming Fundamentals – flowcharts and algorithms, process and techniques; Development of simple programs to understand program development and logic [Programming Language to be decided / announced]					10
Unit 6: Understanding Elementary Data Structures – stacks, queues, arrays, linked lists, binary trees, strings and graphs; Searching – sequential and binary search; Sorting – selection, bubble, insertion					10
Practical: MS Office 2007/10 – Word and Excel. Simple Program development using any Programming Language					
References:					
<ol style="list-style-type: none"> 1. Foundations of IT and Computers, H Barman, Mahaveer Publication 2. Computer Fundamentals and Programming in C, R Thareja, OUP 3. Computer Applications in Management: R. Goel, & D N Kakkar, New Age, 4. Computer Applications for Management, V. Soni , HPH 5. Fundamentals of Computers: V. Rajaraman, PHI 					

Pedagogy: Lectures, Presentations & Practical

Evaluation: *Internal assessment:* 40 marks (2 Sessional Examinations – 5 marks each totalling 10 marks, Practical – 15 marks, Seminar – 10 marks, Class Participation – 5 marks);

End Semester Examination: 60 marks

			Credits: 03		
Course Name: Business Legislation	Course Type: Core	Course Code: 20100	Lecture: 42	Tutorials: 0	Practical: 0
Objective: The course has been designed to make students aware about the legal proceedings regarding business law.					Marks
Unit 1: Introduction to Business Law; The Indian Contract Act,1872					15
Unit 2: The Indian Partnership Act, 1932; The Limited Liability Partnership Act, 2008.					10
Unit 3: The Companies Act,2013					15
Unit 4: The Sale of Goods Act,1930; The Negotiable Instruments Act,1881					15
Unit 5: The Consumer Protection Act,1986; The Right to Information Act,2005					5
References:					
<ol style="list-style-type: none"> 1. Business Law, Satish B Mathur-Business Law, McGraw Hill 2. Elements of Mercantile Law, N D Kapoor, Sultan Chand & Sons 3. A manual of Business Laws, S N Maheshwari & S K Maheshwari, Himalaya Publishing House 4. Business Law Including Company Law, S.S. Gulshan& G. K. Kapoor- New Age International Publishers 5. Business Law, Avtar Singh, Eastern Book Company 					

Pedagogy—Class lecture, Case study, Group discussion

Evaluation: Internal assessment 40 marks (two Sessional examinations—10 marks each totalling 20 marks, Class participation/Group participation 10 marks, Case analysis 10 marks);

End Semester Examination: 60 marks

			Credits: 4		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Financial Management	Core	20200	28	14	0
Objective: The course has been designed to provide basic understanding of different concepts of financial management and to acquire the analytical skill for managerial decision making.					Marks
Unit 1: Introduction, Nature, Scope, Objectives of Financial Management, Functions of Finance Manager, Long Term & Short Term Financial Decisions, Concept of Time Value of Money					12
Unit 2: Capital Structure, Leverage, Cost of Capital					12
Unit 3: Sources of Funds: Long Term, Medium Term & short Term, Capital Budgeting Decisions					12
Unit 4: Financial Analysis, Profit Planning & Control, Ratio Analysis					12
Unit 5: Financial Markets, Regulatory Bodies- Role & Functions					12
References:					
<ol style="list-style-type: none"> 1. Financial Management, Sharma and Gupta, Kalyani Publishers 2. Financial Management, Khan & Jain, Tata Mc Graw Hill 3. Financial Management, P. Chandra, Tata Mc Graw Hill 4. Financial Management, I. M. Pandey, Vikas 5. Financial Management, Shrivastav & Mishra, Oxford 					

Pedagogy: Lecture Method, Case Study Based Learning, Assignment, and Research Based Learning, Group Discussion and Audio-Visual Tools.

Evaluation: Internal Assessment: 40 marks (2 Sessional Examinations - 10 marks each; Assignments/Presentation- 15 marks; Case study/Class participation/ Group participation - 5).

End Semester Examination: 60 marks

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Marketing Management	Core	20300	42	0	0
Objective: The course aims at introducing retailing as an emerging area of study and its importance in the context of marketing management.					Marks
Unit 1: Understanding marketing management: Importance, scope; Company orientation, Fundamental marketing concepts, trends and tasks, market for non-profit organization, analyzing marketing environment.					12
Unit 2: Understanding buyer behaviour: Customer value, satisfaction, retention, loyalty, influencing factors of consumer behaviour, buying decision process, market segments and targets.					12
Unit 3: Elements of marketing mix: Product, price, promotion and place (distribution); direct marketing and personal selling.					12
Unit 4: Concept and issues related to: Rural Marketing; Industrial Marketing; marketing of services; international marketing.					12
Unit 5: Marketing Information System and marketing research scope; Objective, investigation, data collection techniques, analysis of data.					12
References:					
<ol style="list-style-type: none"> 1. Marketing Management, Philip Kotler, Pearson Education 2. Marketing Management & Indian Economy S. Neelavneghan, Vikas 3. Fundamentals of Marketing, W.J. Stanton, Mc Grow Hill 4. Marketing Management- Ramaswamy & Kumari: Macmillan 5. Selling and Sales Management- Laucaster & Jobber, Macmillan India Ltd. 					

Pedagogy: Teaching methods and techniques --- Lecture Method, Brain Storming, Assignments, Discussion , Case Study, Audio-Visual teaching learning.

Evaluation: Internal Assessment: 40 marks (2 Sessional Examinations - 10 marks each totalling 20 marks; Attendance, Assignments/ Presentation–10 marks, Class participation/case study/group Participation --- 10 marks);

End Semester Examination: 60 marks.

			Credits: 03		
Course Name: Managerial Skills Development	Course Type: Core	Course Code: 20400	Lecture: 28	Tutorials: 14	Practical: 0
Objective: The course has been designed to introduce and to understand the basic intricacies of human resource management, various functions and their effective and efficient utilization.					Marks
Unit 1: Importance; Nature of Business Communication; Effective Communication Skill					14
Unit 2: Process of communication Barriers and gateways in communication ;Dos and Don'ts of business writing					12
Unit 3: Commercial letters; Writing business reports					10
Unit 4: Oral communication; presentation of reports; public speaking and negotiations; personality development					14
Unit 5: Legal aspect of business communication					10
References:					
<ol style="list-style-type: none"> 1. Effective Business Communication , H A Murphy and E C Peck, Tata McGraw Hill 2. Developing Communication Skills, Mohan Krishna &M Benarjee: Macmillan India Ltd. 3. Business Communication, Asha Kaul, PHI 4. Personality Development and Soft Skills ;M K Barun, Oxford Publication 5. Business Communication, 2nd Edition; R Singh, Oxford Publication 					

Pedagogy: Lecture Method, Case Study Based Learning, Assignment, Group Discussion and Audio-Visual Tools.

Evaluation: *Internal assessment:* 40 marks (2 Sessional Examinations – 5 marks each totalling 10 marks, Attendance – 5 marks, Assignment/Presentation – 15 marks, Class Participation/case study/Group participation – 10 marks);

End Semester Examination: 60 marks

			Credits: 03		
Course Name: Entrepreneurship Development	Course Type: Core	Course Code: 20500	Lecture: 28	Tutorials: 14	Practical: 0
Objective: The course has been designed to make students acquainted with the entrepreneurial perspectives and encouraging them to be future entrepreneurs.					Marks
Unit 1: Introduction to Entrepreneurship Development: Definition of Entrepreneur and Entrepreneurship, Characteristics of the Entrepreneurs, Importance, Barriers, Motivational and other factors Responsible for Entrepreneurial Growth					10
Unit 2: Institutions supporting Entrepreneurs: Various Central and State Level Organizations which Help the Entrepreneurs. Entrepreneurship Development in the North East India: Various avenues and Problems					12
Unit 3: Innovation, Creativity and Entrepreneurship, Start Ups: Opportunity Analysis, How to Form a Business Idea.					10
Unit 4: Business Planning Process: Preparing a Business Plan.					10
Unit 5: Micro Small and Medium scale Industry: Definitions, Procedure for Small Scale Industry Registration, MSME Act 2006, Causes of Sickness of the Small Industries					10
Unit 6 : Family Run Business					8
References:					
<ol style="list-style-type: none"> 1. Entrepreneurial Development, Dr. S S Khanka, S Chand 2. Entrepreneurship Development, Prof. Ajanta Borgohain Rajkonwar, Kalyani Publishers 3. Entrepreneurship, Badi and Badi, Vrinda Publications 4. Entrepreneurship Development- Small Business Enterprises, Poornima M Charantimath, Pearson Education 5. Small Scale Industries and Entrepreneurship, Dr Vasant Desai, Himalaya Publishing House 					

Pedagogy: Lecture, Case Analysis, Field Activities, Business Plan Preparation, Group Discussion

Evaluation: *Internal Assessment:* 40 marks (Business Plan: 20 Marks, Classroom Participation 10 marks, Case Analysis/Assignment/Presentation/–10 marks);

End Semester Examination: 60 marks

			Credits: 04		
Course Name: Quantitative Techniques	Course Type: Core	Course Code: 20600	Lecture: 42	Tutorials: 0	Practical: 28
Objective: The main objective of the course is to make students comfortable with quantitative techniques and use mathematical and statistical models in quantitative decision making.					Marks
Unit 1: Quantitative Analysis Approach, Advantages of Mathematical Modelling					4
Unit 2: Set Theory; Relations; Functions and Applications; Limits & Continuity; Differentiation – standard differentials, rules of differentiation, partial differentiation; Applications of Differentiation – maxima & minima; Integration – standard integrals, integration by parts; definite integrals and applications; Matrices & Determinants – basics, Solution of equations					16
Unit 3: Permutations and Combinations; Probability – concepts and techniques of finding probabilities; Probability Distributions – the basics, Binomial, Poisson and Normal Distributions					10
Unit 4: Samples and Sampling Distributions; Estimation and Hypothesis formulation; Hypothesis testing; Chi –square Test & ANOVA					10
Unit 5: Decision Making Scenarios; Sensitivity Analysis & Decision Trees; Correlation & Regression; Forecasting techniques					10
Unit 6: OR basics; Linear Programming - Formulation and Graphical Method, Simplex Method; Transportation Problems – formulation, NW Corner Method and VAM; Game Theory – basic concepts, Solving Problems involving Mixed Strategies – only 2 x 2 games					10
Practical: MS Excel 2007/10 - Use of formulas appropriate for this course					
References:					
<ol style="list-style-type: none"> 1. Quantitative Methods, D. R. Agarwal, Vrinda Publications 2. Quantitative Techniques of Managerial Decisions:U. K. Srivastava, G V Shenoy, & S. C. Sharma, New Age 3. Operations Research, S. Kalavathy, Vikas Publishing House 4. Mathematics for Business & Economics, J K Sharma, Asian Books Private Limited 5. Business Mathematics and Statistics: G. Srinivasa, & D George, New Age 					

Pedagogy: Lectures, Presentations & Practicals

Evaluation: *Internal assessment:* 40 marks (2 Sessional Examinations – 10 marks each totalling 20 marks, Class Participation – 5 marks, Practical – 15 marks);

End Semester Examination: 60 marks

Credits: 03					
Course Name Research Methods in Business	Course Type: Core	Course Code: 20700	Lecture: 28	Tutorials: 14	Practical: 0
Objective: This course is designed to share the stimulating, challenging, and sometimes frustrating world of research supported decision making with post graduate students preparing to be future managers					Marks
Unit 1: Introduction to business research The Research Process; Types of Research designs; Applications in business and social sciences					15
Unit 2: Preliminary stages of research Literature Review; Sources of data; Hypothesis formulation; Research design- Exploratory, descriptive, experimental and Survey.					10
Unit 3: Data Collection, Measurement and Scaling Types of Data; Scales of Measurement; Errors in measurement; Questionnaire design; Sampling and populations; Coding and Editing					10
Unit 4: Data Analysis and Presentation: Data Preparation and Description; Classification and tabulation; Hypothesis Testing; Statistics-Descriptive and inferential; Chi Square analysis and ANOVA					15
Unit 5: Research Ethics, Report writing and Presentation: Referencing, citations and declarations; Report structure and sequence; Formatting and Plagiarism checks.					10
References					
<ol style="list-style-type: none"> 1. Business Research Methods, D Cooper & P S Schindler, MGH 2. Research Methodology, C R Kothari, New Age 3. Research Methodology – Concepts and Cases, D. Chawl & N. Sondhi, S Chand 4. Business Research Methods – An Applied Orientation, S. Sreejesh, S. Mohapatra, & M. R. Anusree, Springer Nature. 5. Research Methodology, R Panneerselvam, PHI 					

Pedagogy: Lecture Method, Case Study Based Learning, Assignment, and Research Based Learning, Group Discussion and Audio-Visual Tools.

Evaluation: Internal assessment: 40 marks (2 Sessional Examinations – 20 marks, Assignment / Presentation / Class Participation – 20 marks);

End Semester Examination: 60 marks.

			Credits: 03		
Course Name Rural Marketing	Course Type Marketing Specialisation	Course Code 30810	Lecture 35	Tutorials 0	Practical 07
Objectives: <ul style="list-style-type: none"> To understand the concept of rural marketing. To understand the difference between the rural and the urban marketing environment. To understand the difference between the rural and the urban consumer behaviour. It will help the students to understand the various factors that make a rural consumer different from his urban counterpart. To understand how companies at different part differentiating its marketing mix strategies to adapt to the rural environment. 					Marks
Unit: 1 Introduction Defining Rural Markets The Rural marketing Mix: Challenges The Evolving Rural consumer Case Study :1					10
Unit: 2 The Rural marketing Environment Evolution of Rural Marketing The Rural Environment The Rural Economic Structure Rural Employment Generation Programs – the Government Initiatives Case Study : 2					10
Unit: 3 The Rural Consumer Behaviour The Consumer Buying Behaviour Model Factors influencing Consumer Behaviour The Buyer Decision Process Case Study 3					15
Unit: 4 Rural Marketing Mix Strategy Product Strategies Pricing Strategies Distribution in Rural Markets Communication Strategies in Rural Markets Case Study : 4, 5, 6, 7					15
References: <ol style="list-style-type: none"> Rural Marketing, Pradeep Kashyap, Rural Marketing, Second Edition, Pearson Publication. Cases in Rural Marketing – An Integrated Approach, CSG Krishnamacharyulu, Lalitha Ramakrishnan, , Pearson Publications. 					10

Pedagogy: Teaching methods & techniques- Lecture, Discussion, Brain storming, Assignment, Case study, Audio-visual teaching learning

Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totalling 20 marks, Assignment/Presentation – 10, Attendance – 5 and class participation -5)

End Semester Examination: 60 marks

			Credits: 03		
Course Name: Organizational Effectiveness & change	Course Type: Core	Course Code: 30100	Lecture: 28	Tutorials: 14	Practical: 0
Objectives: The objective of this course is to familiarize the students with basic organizational process to bring about organizational effectiveness and change.					Marks
Unit 1: Meaning of effectiveness and efficiency;_ Measuring effectiveness - goal approach, resource approach, multi constituency approach, behaviour approach. Determinants of organization effectiveness.					12
Unit 2: Organisation change_ - Kinds of change, Human resistance to change, causes, ways to prevent, process of organizational change, Lewins model change, force field analysis, Kotters Model					10
Unit 3: Organisational Development – Meaning, Characteristics, assumptions of OD, Benefits of OD, some important OD interventions, techniques – sensitivity training, role playing, MBO, survey feedback, Grid development, Job enrichment, process consultation, team building, career planning, stress management					14
Unit 4: Organisational learning – Nature, types, levels: Knowledge management – role of IT in KM, Factors affecting organizational learning – strategies for OL, Managing innovation and creativity in organisation					12
Unit 5: Organisation climate and culture–_ Concept and features of organizational climate, factors affecting organization climate, developing sound organization climate Meaning, characteristics, types of organizational culture, organizational culture effectiveness, changing organizational culture.					12
References:					
<ol style="list-style-type: none"> 1. Theory of Organization Development & Change, Cumming, Worley, CENGAGE Learning, New Delhi 2. Organization Development, French & Bell, Prentice Hall of India, New Delhi. 3. Changing Organization, W G Bennis, Tata McGraw Hill, New York 4. Organization Theory, Change and Designed, Richard. L. Daft, CENGAGE Learning, New Delhi, 2009 5. Management of Change and Organisational Development, D K Shandilya, Galgotia Publishing Company 					

Pedagogy: Teaching methods & techniques- Lecture, Discussion, Brain storming, Assignment, Case study, Audio-visual teaching learning, Group Project in an organization.

Internal assessment: 40 marks (2 Sessional Examinations – 10marks each totalling 20 marks, Assignment/Presentation and other activities – 20)

End Semester Examination: 60 marks

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Operation Management	Core	30200	28	14	04
Objective: The course looks at the importance of Operation Management in the context of the present times and intends to give the students a broad overview of the subject's necessity from the managerial point of view.					Marks
Unit 1: Operations Management: History, Competitiveness, Operations strategy. Operational decision making tools: Decision Analysis					5
Unit 2: Facility Location and Layout of Facilities: Linear Transportation Model and Line Balancing					10
Unit 3: Materials Management: Purchasing, Inventory, and JIT Systems					10
Unit 4: Operations Analysis and Maintenance: SPC, Learning Curve Effects, Queuing Analysis, Simulation.					10
Unit 5: Project Management: Elements of Project Planning, Network Models					15
Unit 6: Supply Chain Management: Supply Chain Drivers, Distribution in Supply Chain. Distribution Network. Coordination in Supply Chain.					10
References:					
<ol style="list-style-type: none"> 1. Production and Operations Management, K. Bedi, OUP 2. Production and Operations Management: S. N Charry, MGH 3. Production and Operations Management: K Aswathappa, & K S Bhatt, HPH 4. Operations Management – Theory and Practice: B Mahadevan, Pearson 5. Production and Operations Management: R Paneerseeelvam, PHI, New Delhi 					

Pedagogy: Teaching methods and techniques --- Lecture Method, Assignments, Discussions, Audio-Visual teaching learning, and industrial visits.

Evaluation: Internal Assessment: 40 marks (2 Sessional Examinations - 10 marks each totalling 20 marks; Attendance --- 5marks, Assignments/ Presentation Class participation—15 marks).

End Semester Examination: 60 marks.

		Credits: 03
Course Name Summer Training Report	Course Type Core	Course Code 30300
Objective: The objective of the course is to prepare a project report on a topic of choice.		
Students are free to select their topic of study in any area related to management. The report should be prepared using the appropriate style and format. The referencing should be done in a recognized style like the APA style.		

			Credits: 03		
Course Name: Business Policy and Strategic Analysis	Course Type: Core	Course Code: 30400	Lecture: 28	Tutorials: 14	Practical: 0
Objective: The course looks at the importance of Strategic Management in the context of the present times and intends to satisfy the learning needs of the students that can help them to prepare themselves for discharging responsibilities at the higher level of management.					Marks
Unit 1: Strategy-what is strategy? – Vision, Mission, Objectives and Policies; Strategic Intent.					10
Unit 2: Corporate Strategies, Types of Strategy - Corporate level strategies, Business level strategies.					20
Unit 3: Tools and Techniques for Strategic Analysis: SWOT Analysis; PLC; Learning Curve; BCG Matrix; GEC Model; Kano Model.					10
Unit 4: Industry Analysis; Strategic Group Analysis; Competitor Analysis.					10
Unit 5: Theory of Supply Chain Management; Internal Value Chain; Strategic Evaluation and Control.					10
References:					
<ol style="list-style-type: none"> 1. Business Policy and Strategic Management - Text and Cases, C Francis, HPH 2. Strategic Management– The Indian Context, R Srinivasan, PHI 3. Concepts in Strategic Management and Business Policy, T L Wheelen, J D Hunger, & K Rangarajan, K, Pearson 4. Strategic Management and Business Policy – Text and Cases: C A Rao, , B P Rao, & K Sivaramakrishna, K , Excel Books 5. Supply Chain Management, J Shah, Pearson 					

Pedagogy: Teaching methods and techniques --- Lecture Method, Assignments, , Discussions, Audio-Visual teaching learning, case- study.

Evaluation: Internal Assessment: 40 marks (2 Sessional Examinations - 10 marks each totalling 20 Marks; Attendance --- 5 marks, Assignments/ Presentation Class participation—15 marks)

End Semester Examination: 60 marks.

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Consumer Behaviour	Marketing Specialisation	30510	28	14	0
Objective: The course has been designed to make the students familiar with the various aspects of consumer behaviour in the market and the various factors impacting it.					Marks
Unit 1: Introduction Consumer Behaviour – its origin, importance and strategic application, consumer decision making.					12
Unit 2: Consumer Research Quantitative and Qualitative Research – Consumer research Process – Quantitative and Qualitative research design.					12
Unit 3: Consumer as an Individual Consumer motivation – needs and goals, types of motives, goal substitution and frustration. Consumer personality – nature, personality traits and consumer behavior, materialism to compulsive consumption, brand personality, Perception – sensation, absolute threshold and differential threshold and marketing implications.					12
Unit 4: Attitude, Reference Group and Culture Attitude - attitude formation and change. Reference group and family influence on consumer behaviour. Influence of culture, learning culture, consumer behaviour and rituals.					12
Unit 5: Diffusion and Opinion Leadership Diffusion of innovations – the diffusion process, Opinion Leadership – importance and need, motivation behind opinion leadership					12
References:					
<ol style="list-style-type: none"> 1. Consumer Behaviour, L G Schiffman, & L L Kanuk, PHI 2. Consumer Behaviour, D. Kumar, OUP 3. Consumer Behaviour - Concepts, Applications and Cases, M S Raju, & D Xardel, Vikas Publishing House 4. Consumer Behaviour and Marketing Research, S. R. Nair, HPH 5. Consumer Behaviour in Indian Perspective, S N Nair, HPH 					

Pedagogy: Teaching methods and techniques --- Lecture Method, Assignments, , Discussions, Audio-Visual teaching learning, industrial visits.

Evaluation: Internal Assessment: 40 marks (2 Sessional Examinations - 10 marks each totalling 20 marks; Attendance -- 5marks, Assignments/ Presentation Class participation—15 marks);

End Semester Examination: 60 marks.

			Credits: 03		
Course Name: Management of Industrial Relations	Course Type: HR Specialization	Course Code: 30520	Lecture: 28	Tutorials: 14	Practical: 0
Objectives: Organisational effectiveness and performance are interlinked with industrial relation in a business enterprise. This course provide the conceptual and practical aspects of industrial relation at macro and micro levels					Marks
Unit 1: Industrial relation: Understanding IR, its objectives, nature of IR, forms of IR, evolution of IR in India, theories of IR, basic postulates of IR					10
Unit 2: Trade Union - Definition, Origin, function and activities of TU, bases and structure of TU, theories of TU, Growth of TU in India, Challenges of TU (internal and external) in India, ways to overcome the challenges.					10
Unit 3: Industrial disputes – Strike, causes, forms, factors conditioning the outcomes of strikes, effects of strike, different methods of settlement of dispute in India, machinery for prevention and settlement of Industrial dispute in India – statutory, machinery, non statutory bodies.					10
Unit 4: Workers’ Participatory in management - Meaning, goals, forms and different degrees of labour management cooperation, schemes of workers’ participation in management in India like works committee, joint management council, board level participation, shop council, joint council, unit council etc.					10
Unit 5: Collective Bargaining – Meaning, importance, factors affecting bargaining, unit/levels of collective bargaining, process of collective bargaining, hurdles of collective bargaining in India.					10
Unit 6: Few important topics of IR – Management of grievances, causes, ways to find out grievances, grievance handling procedure, management of discipline, causes of indiscipline/misconduct, signs of misconduct, disciplinary proceedings, minor and major punishment available in organization, alternatives to punishment, management of sexual harassment, background, meaning, anti-sexual laws in India					10
References:					
<ol style="list-style-type: none"> 1. Industrial Relations in India, P. R. K. Raju, & P. L Rao, Excel Books 2. Industrial Relations, Trade Unions, and Labour Legislation, P R Sinha, I. B. Sinha, & S. P. Shekhar, Pearson 3. Industrial Relations, C S V Ratnam, OXFORD 4. Dynamics of Industrial Relations, C. B. Mamoria, S. Mamoria & S. V. K. Gankar, Excel 5. Industrial Relations: A. Monappa, MGH 					

Pedagogy: Teaching methods & techniques- Lecture, Discussion, Brain storming, Assignment, Case study, Audio-visual teaching learning, Group Project in an organization.

Evaluation: Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totaling 20 marks, Assignment/Presentation and other activities – 15, Attendance – 5)

End Semester: 60 Marks

			Credits: 03		
Course Name: Strategic Financial Management	Course Type: Finance Specialization	Course Code: 30530	Lecture: 28	Tutorials: 0	Practical: 28
Objective: The course has been designed to introduce and to understand the strategies of fund management and services, institutions and other corporate restructuring that are predominant in today's business world.					Marks
Unit 1: Introduction Strategic Financial Management- Meaning, Decision Making, Strategic Business objectives; Strategic Objectives of Non Profit Organisation; Challenges in Strategic Financial Management.					10
Unit 2: Joint Venture Objectives, necessity and methods of accounting- recording transactions in the books of one co-venture; recording transactions in the books of all co-ventures; recording of transactions in separate set of books.					10
Unit 3: Dividend Policy Dividend policy decision—Introduction Irrelevance of dividends, Modigliani & Miller Hypothesis, assumptions & crux of the argument, relevance of dividends, Walter's model, Gordon's model, determinants of dividend policy.					10
Unit 4: Financial Restructuring Mergers & acquisitions- demerger- companies act—joint venture; Financial restructuring—leverage buyout; Symptoms of financial restructuring; Sick industries companies act 2003.					10
Unit 5: Valuation Goodwill & Valuation of shares; Leasing and Hire Purchase Decision.					15
Unit 6: Financial Jargons Financial Inclusion; Financial Exclusion; Financial Engineering; Time value of money; Cash Reserve Ratio; Statutory Liquidity Ratio.					5
References:					
<ol style="list-style-type: none"> 1. Strategic Financial Management: Saravanan, Jayaprakash & Bharathy; Oxford 2. Financial Management: Khan & Jain, Tata Mc Graw Hill 3. Strategic Financial Management: G P Jakhotiya , Vikas Publications 4. Financial Management: P Chandra , Tata Mc Graw Hill 5. Financial Management: Pandey, I M, Vikas Publishing House, New Delhi 					

Pedagogy: Teaching methods and techniques --- Lecture Method, Assignments, Discussions, Audio-Visual teaching learning, Practicals, Tutorials.

Evaluation: Internal Assessment- 40 marks (2 Sessional Examinations - 10 marks each totalling 20 marks; Attendance --- 5marks, Assignments/ Presentation Class participation—15 marks);

End Semester Examination: 60 marks.

			Credit: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Software Environment in the Enterprise	Specialization Systems	30550	28	0	28
Objective: This course is intended at presenting the software requirements of firms based on their size and operations					Marks
Unit 1: Software Requirements of different kinds of Enterprises; Managerial Issues; Software Crisis; Software Obsolescence.					12
Unit 2: Windows O/S in PCs; Windows Server O/S; Linux & Other O/S					12
Unit 3: Standard Software; Customized Software; Software Versions					12
Unit 4: Anti-virus, Firewalls, Anti-spam Tools, Compression Tools, Disk & File Managers, Backup Tools, Monitoring Tools.					12
Unit 5: Proprietary Software, Trial, Shareware, Freeware, Openware; Licences and Terms of Use; Piracy.					12
References:					
<ol style="list-style-type: none"> 1. Barman, H: Foundations of IT and Computers, Mahaveer Publications, Dibrugarh 2. Laudon, K C & Laudon, J P: Management Information Systems: Managing the Digital Firm, Pearson, New Delhi 3. Gordon, J I: Software Licensing Handbook, lulu.com, North Carolina 4. Woods, D & Guliani, G: Open Source for the Enterprise – Managing Risks, Reaping Rewards, O’Reilly, Canada 5. Holcombe, J & Holcombe, C: Survey of Operating Systems, MGH, New Delhi 					

Pedagogy: Lectures, Presentations & Practical

Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totaling 20 marks, Assignment/Presentation – 20).

End Semester: 60 Marks

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Marketing of Services	Marketing Specialisation	30610	28	14	6
Objectives: <ul style="list-style-type: none"> • To appreciate the differences between services and physical goods and to understand how these differences translate into strategic direction. • To understand what quality means in service delivery and how perceptions of service quality are developed by customers. • To provide you with an understanding of how service customers determine value in a service exchange and how this translates into a satisfied customer base. • To learn about the role of physical evidence in service delivery and what constitutes an effective service environment. • To provide you with the knowledge necessary to manage the human constituents in service delivery. • To appreciate the ramifications of service failure and the benefits of service recovery strategies. • To understand the importance of keeping good current customers and finding good future customers 					
					Marks
Unit: 1 The Service Economy: Nature of Services, Service Marketing Mix, Service Management Trinity, Case Study					15
Unit: 2 The Service Consumer Behaviour: Customer Expectation of services, Customer perceptions of services, Case Study					15
Unit: 3 Service Quality: Monitoring and Measuring customer satisfaction –SERVQUAL & GAP model, Service Failure, Service Recovery, Building Customer Relationship, Case Study					15
Unit: 4 Service Development and Design: Distributing service, Setting service price, Service Promotion and Customer Education, Physical Evidence and the Services cape, Case Study					15
Unit: 5 Field based assignment/ Project					
References: <ol style="list-style-type: none"> 1. Services Marketing, C. Bhattacharjee, Excel books 2. Services Marketing, R. Nargundkar, Tata McGraw Hill 3. Service Marketing the Indian Perspective, R Shanker R, Excel books 4. The Essence of Services Marketing, M. P. Newton, A Payne, PHI 5. Services Marketing- The Indian Context, R. Srinivasan, PHI 					

Pedagogy : Teaching methods & techniques- Lecture, Discussion, Brain storming, Assignment, Casestudy, Audio-visual teaching learning

Evaluation:Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totaling 20 marks, Assignment/Presentation – 10, Attendance – 5 and class participation -5)

End Semester Examination: 60 marks

Group Project: The group project is to be completed by team of five to six students. The group will be assigned a service industry and the job is to identify two service providers within that industry. The first firm is to be a very successful service firm – one from which to document quality service and the customer orientation and the other is just the opposite. The group has to compare and contrast the service strategies employed by the two firms and the customer’s reaction to these strategies. The project report has to be submitted by the end of the session and a presentation has to be made.

			Credits: 03		
Course Name: Industrial Relations- Legal Framework	Course Type: HR Specialization	Course Code: 30620	Lecture: 42	Tutorials: 0	Practical: 0
Objective: The course has been designed to make students aware about the legal provisions related to Labour and Industrial Law.					Marks
Unit 1: Working Condition Law- The Factories act,1948; The Mines Act,1952; The Plantation Labour Act,1951					10
Unit 2: Social Security Laws- The Workmen’s Compensation Act,1923; The Employees’ State Insurance Act,1948; The Employees’ Provident Funds and Miscellaneous Provisions Act,1952; The Payment of Gratuity Act, 1972; The Maternity Benefit Act,1961					15
Unit 3: Wages and Bonus Laws- The Payment of Wages Act,1961; The Minimum Wages Act,1948; The Payment of Bonus Act,1965					10
Unit 4: Industrial Relations Laws- The Industrial Dispute Act,1947; The Trade Unions Act,1926; The Industrial Employment (Standing Orders) Act,1946; The Contract Labour (Regulation and Abolition) Act,1970					15
Unit 5: Disciplinary Proceedings- Legal Provisions Related to Misconduct and Disciplinary Action: Domestic Enquiry and Discharge					10
References:					
<ol style="list-style-type: none"> 1. Labour & Industrial Law Manual—Universal Law Publishing 2. Handbook of Industrial Law—N.D.Kapoor; Sultan Chand & Sons 3. Labour and Industrial Laws—P.K.Padhi; PHI 4. Industrial Sociology – Deepak Mathur, Biztantra 5. Domestic Enquiry and Punishment – K.P. Chakravarti, Eastern Law House 					

Pedagogy—Class lecture, Case study, Group discussion

Evaluation: Internal assessment 40 marks (Two Sessional Examinations--15 marks each, Assignment/Case Analysis 10 marks);

End Semester Examination: 60 marks

			Credits: 03		
Course Name: Security Analysis, Investment and Portfolio Management,	Course Type: Finance Specialisation	Course Code: 30630	Lecture: 28	Tutorials: 14	Practical: 0
Objective The objective of this course is to acquaint the students with the basics of investment alternatives and to help them to know the various techniques of investment analysis and portfolio management					Marks
Unit 1: Introduction of investments- Meaning of investment, Investment and speculation, investment and gambling, various investment alternatives, Investment process and elements of investment, objectives of investment.					12
Unit 2: Security analysis- Meaning of securities analysis, fundamental analysis and technical analysis, Valuation of bonds and shares.					12
Unit 3: Portfolio management- Capital asset pricing model, its assumptions, benefits and limitations, capital market line, security market line, efficiency frontier and efficient market theory.					12
Unit 4: Portfolio Theory- Portfolio analysis, portfolio selection and management, portfolio evaluation, concept of diversification, Markowitz's theory of diversification, analysis of return & risk in the context of portfolio					12
Unit 5: Introduction to derivatives- Meaning of derivatives, players in derivatives, components of derivatives (options and futures)					12
References:					
<ol style="list-style-type: none"> 1. Security Analysis and Portfolio Management, M. Ranganatham and R. Madhumathi, Pearson Publication. 2. Security Analysis and Portfolio Management, V.A. Avadhani, Himalaya Publishing House. 3. Financial Management, I M Pandey, Vikas Publishing House, 4. Security Analysis and Portfolio Management, K Sasidharan and Alex K Methews, McGrawHill. 5. Security Analysis and Portfolio Management, V. Gangadhar, Anmol Publication Pvt. Ltd. 					

Pedagogy: Practical, class assignment, lectures, presentations and group project.

Evaluation: Internal assessments - 40 marks (2 sessional exam carrying 20 marks, presentation and group project 15 marks and 5 marks for attendance)

End Semester Examination: 60 marks

				Credit: 3	
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
System Analysis and Design	Specialization Systems	30650	28	0	28
<p>Objective: The objective of this course is to equip students with the concepts, skills, methodologies, techniques, tools, perspectives and strategies essential for building information systems. This course deliberately avoids Data Modelling and Database (Back-end) issues as a separate course on Database Management is already there. The instructor should however mention these as and where appropriate.</p>					
					Marks
Unit 1: Systems Development Environment; Systems Project Management.					12
Unit 2: Requirements Determination; Process Modelling; Logic Modelling; Use of CASE tools.					12
Unit 3: Design of Forms & Reports; Designing Interfaces & Dialogues.					12
Unit 4: System Implementation; Maintenance; Role of System Audit in Maintenance; Quality Assurance.					12
Unit 5: Designing Web Enabled Systems & Mobile Apps; Object Oriented Analysis & Design.					12
<p>References:</p> <ol style="list-style-type: none"> 1. Hoffer, J A, George, J F & Valacich, J S: Modern System Analysis and Design, Pearson, New Delhi 2. Kendall, K E & Kendall, J E: System Analysis and Design, PHI, New Delhi 3. Sommerville, J I: Software Engineering, Pearson, New Delhi 4. Goyal, A: System Analysis and Design, PHI, New Delhi 5. Rajaraman, V: Analysis and Design of Information Systems, PHI, New Delhi 					

Pedagogy: Lectures, Presentations & Practical

Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totaling 20 marks, Assignment/Presentation – 20)

End Semester: 60 Marks

			Credit:03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Advertising and Brand Management	Marketing Specialisation	30710	28	14	0
Objectives: The course has been designed to introduce and to understand the basic intricacies of Advertising and Brand management and to understand its importance in the marketing of a business concern.					Marks
Unit 1: Concept, Role, importance and types of advertising; Legal, Ethical and Social aspect of advertising.					12
Unit 2: Objective setting and market positioning DAGMAR Approach. Building of advertising program - Message, Headline, Copy, Logo, Illustration, Appeal, Layout, Campaign Planning, Media Planning, Budgeting					14
Unit 3: Advertising Evaluation: Testing Techniques. Advertising organization – Selection, Compensation & appraisal of Agency.					12
Unit4: Understanding Brands - Brand Creation, Brand. Extension Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning, Brand Equity, Brand Portfolio, Brand Revitalization. Value addition from branding – Brand customer relationship, Brand loyalty & customer loyalty					12
Unit 5: Financial aspect of Branding. Branding in different sectors- Customer, Industrial, Retail & Service Brands.					10
References:					
<ol style="list-style-type: none"> 1. Advertising Management, C L Tyagi, & A. Kumar, Atlantic Publishers 2. Brand Management, H V Verma, Excel Books 3. Strategic Brand Management, R Rosenbaum, E. L. Percy, & S Pervan, OUP 4. Advertising Management, R. Batra, J G Myers, &, D. A Aaker, Pearson 5. Foundations of Advertising - Theory & Practice, S. A. Chunawalla, & K. C. Sethia, Pearson 					

Pedagogy: Lecture Method, Case Study Based Learning, Resource/Research Based Learning, Group Discussion, Story Telling, and Audio-Visual Tools.

Evaluation : Internal Assessment: 40 marks (2 Sessional Examinations - 10 marks each totaling 20 marks; Assignments/Presentation- 15 marks; Case study/Class participation/ Group participation- 5);

End Semester Examination: 60 marks

			Credits: 03		
Course Name: HRD- Concepts and Strategies	Course Type: HR Specialisation	Course Code: 30720	Lecture: 28	Tutorials: 14	Practical: 0
Objective: The course aims at making the students aware about the need of strategic management of human resources to adjust with the changing business environment. It also tries to make the students acquainted with the latest strategic steps taken by different organizations to manage their workforce.					Marks
Unit 1: Strategic Human Resource Management Perspective and Managerial Role					8
Unit 2: Human Resource Forecasting: Human Resource Planning, Various Methods of HR Forecasting					8
Unit 3: Talent Management and Employee Engagement: Acquiring, Retaining, Nurturing Talent					10
Unit 4: Working in a Team.					8
Unit 5: Work Life Balance: Organization and Individual Level Interventions, Current Practices and Trends Job Stress: Counselling, Coaching and Mentoring					10
Unit 6: Management Development: Meaning, Need, Various methods of Management Development and their effectiveness					8
Unit 7: Career Management and Development: Importance, Career Transitions, Types of Corporate Career Management, Steps in Career Development System					8
References:					
<ol style="list-style-type: none"> 1. Human Resource Management, Dessler, Varkkey , PEARSON 2. Essentials of Human Resource Management and Industrial Relations–Text Cases and Games, P. S. Rao Himalaya Publishing House 3. Human Resource Management- CONCEPTS and ISSUES, T. N. Chabra, Dhanpat Rai and Co. 4. Human Resource Management- A South Asian Perspective, Snell, Bohlander, Vohra,CENGAGE Learning 5. Strategic Human Resource Management-A General Managerial Approach, Charles R Greer Pearson Education 					

Pedagogy: Classroom lectures, Field study, Seminar, Group activities, Case Analysis, Group Discussions

Evaluation: Internal assessment: 40 marks and End Semester Examination 60marks, (Internal assessment will consist of Written Examination: 20Marks, Field Study Assignments, Seminar, Group activities and Case Analysis are of 20 Marks).

End Semester Examination: 60 marks.

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Working Capital Management	Finance Specialisation	30730	28	14	0
Objective: The objective of this course is to acquaint the students with the basics of working Capital management and to help them to know the various techniques and tools of working capital management.					Marks
Unit 1: Meaning, Concept, Importance and Kinds of Working Capital Management; factors determining Working Capital Management; estimating Working Capital requirement (Practical Problem)					14
Unit 2: Management of Cash – Introduction, motives for holding cash, factors determining cash flow, cash flows, types and methods of cash forecast, cash concentration strategies, determining the optimum level of cash balance – Baumol Model, Berank model, Miller – Orr model, Stone ,odel					14
Unit 3: Inventory Management – Introduction, types of inventory, objectives of inventory management, factors influencing inventory, advantage of holding inventory, inventory policies, Economic order quality, different methods of inventory					12
Unit 4: Receivable Management – Introduction, determinants of size receivables, advantage, forecasting of receivables, importance of five C’s in formulating policy.					10
Unit 5: Short term financing – trade credit, accrued expenses and deferred income, commercial paper, bank credit arrangements factoring					10
References:					
<ol style="list-style-type: none"> 1. Financial Management Theory and Practice, P ChandraTata McGraw Hill 2. Financial Management Text, Problems and Cases, Khan and Jain, McGraw Hill. 3. Fundamentals of Financial Management, C. Bose, PHI Learning Pvt. Ltd. 4. Essential of Business Finance, R. M. Srivastava, Himalaya Publishing 5. International Financial Management, V K Bhall, S. Chand. 					

Pedagogy: Practical, class assignment, lectures, presentations and group project.

Evaluation: Internal assessments - 40 marks (2 sessional exam carrying 20 marks, presentation and group project 15 marks and 5 marks for attendance)

End Semester Examination: 60 marks

			Credit: 3		
Course Name:	Course Type:	Course Code:	Lectures:	Tutorials:	Practical:
Database Management	Specialization Systems	30750	28	14	14
<p>Objective: The objective of this course is to acquaint students with database design methodologies & tools, traditional and evolving database technologies along with managerial best practices for effective database management.</p>					
					Marks
Unit 1: Database Approach; Database System Concepts and Architecture; Database design.					12
Unit 2: ER Diagram, Relational Database Concepts – Relational Model and Normalization; SQL.					12
Unit 3: Distributed Databases; Object Databases; Emerging Database Technologies.					12
Unit 4: Data Warehousing; Data Mining.					12
Unit 5: Data and Database Administrators; Data and Database Security; Database Backup; Database Recovery; Data Quality.					12
<p>References:</p> <ol style="list-style-type: none"> 1. Hoffer, J A, Prescott, M B & McFadden, F A: Modern Database Management, Pearson, New Delhi 2. Laudon, K C & Laudon, J P: Management Information Systems: Managing the Digital Firm, Pearson, New Delhi 3. Elmasari, R & Navathe, S B: Fundamentals of Database Systems, Pearson, New Delhi 4. Raj, A: Fundamentals of Database Systems, Pearson, New Delhi 5. Prabhu, S, & Venkatesan, N: Data Mining and Warehousing, New Age Publishers, New Delhi 					

Pedagogy: Lectures, Presentations & Practical

Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totaling 20 marks, Assignment/Presentation – 20)

End Semester: 60 Marks

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Rural Marketing	Marketing Specialisation	30810	28	14	0
Objectives: <ul style="list-style-type: none"> To understand the concept of rural marketing. To understand the difference between the rural and the urban marketing environment. To understand the difference between the rural and the urban consumer behaviour. It will help the students to understand the various factors that make a rural consumer different from his urban counterpart. To understand how companies at different part differentiating its marketing mix strategies to adapt to the rural environment. 					Marks
Unit 1: Introduction Defining Rural Markets The Rural marketing Mix: Challenges The Evolving Rural consumer Case Study :1					10
Unit 2: The Rural marketing Environment Evolution of Rural Marketing The Rural Environment The Rural Economic Structure Rural Employment Generation Programs – the Government Initiatives Case Study : 2					10
Unit 3: The Rural Consumer Behaviour The Consumer Buying Behaviour Model Factors influencing Consumer Behaviour The Buyer Decision Process Case Study 3					15
Unit 4: Rural Marketing Mix Strategy Product Strategies Pricing Strategies Distribution in Rural Markets Communication Strategies in Rural Markets Case Study : 4, 5, 6, 7					15
References: <ol style="list-style-type: none"> Rural Marketing, Pradeep Kashyap, Second Edition, Pearson Publication Cases in Rural Marketing – An Integrated Approach, CSG Krishnamacharyulu, Lalitha Ramakrishnan, Pearson Publications Advertising & Marketing in Rural India, Tej K. Bhatia, Macmillan Rural Marketing, B Dogra, K Ghuman, Tata McGraw Hill Rural Marketing - Indian Perspective, Awadhesh K Singh, Satyaprakash Pandey, New Age Publishers 					10

Pedagogy: Teaching methods & techniques- Lecture, Discussion, Brain storming, Assignment, Case study, Audio-visual teaching learning

Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totalling 20 marks, Assignment/Presentation – 10, Attendance – 5 and class participation -5)

End Semester Examination: 60 marks.

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
International Business	Core	40100	28	14	0
Objectives:					
<ul style="list-style-type: none"> To understand the concept of 'Globalization' and 'International Business'. To understand the various International Trade Theories and their differences. To understand the various environmental factors affecting International Business. To understand the difference between National and International Marketing, Finance and HRM. To develop a business plan having potential of international expansion 					
					Marks
Unit 1: Globalization and International Business (IB) Concept of globalization, factors influencing globalization, criticism of globalization, concept of IB, reasons for IB expansion, Domestic versus IB, Managing business in the global era. Group Assignment / Presentation					15
Unit 2: Theories of International Trade Mercantilism, Absolute Advantage , Comparative Advantage, Factor Endowment (Heckscher- Ohlin) Theory, Country Similarity Theory, The New Trade Theory, International Product life Cycle Theory, Theory of Competitive Advantage; implications of Trade Theories Case Study 1.					15
Unit 3: International Business and the environment Factors affecting International Business – Political & legal, Economic, Cultural Environment ; WTO, GATT, IMF, World Bank Case Study :2 & 3					15
Unit 4: International Marketing, Finance and HRM International Marketing – Setting objectives, Market identification, Segmentation and Targeting; Entry mode decision; International Marketing Mix Decision. International Finance – International Monetary system, Contemporary Exchange Rate Arrangements, Prevailing Currencies and Markets, Foreign Exchange Market, Foreign Exchange Risk and Exposure, International Human Resource Management – Concept, International Organizational Structures, International Recruitment, Selection and Training. Case Study: 4					15
Unit 5: Group Project- Prospect of International Business in North East India					
References:					
<ol style="list-style-type: none"> International Economy–Liberalisation Process, V. K Bhalla, Anmol International Business –Environment and Management, V K Bhalla, & S. Shivaramu, Anmol International Marketing, V K Bhalla, & S. Shivaramu, OUP International Business, K. Aswathappa, MGH International Business Environment, F Cherunilam, HPH 					

Pedagogy: Teaching methods & techniques- Lecture, Discussion, Brain storming, Assignment, Case study, Audio-visual teaching learning

Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totaling 20 marks, Assignment/Presentation – 10, Attendance – 5 and class participation -5)

End Semester Examination: 60 marks

Group Project: The group project is to be completed by team of five to six students. The group will be assigned a relevant industry which has scope for international Business. The group has to develop a business plan as to how to go ahead with a prospective venture in International Business. The presentation of the group assignments will be done during the assigned class hours towards the end of the semester.

			Credits: 03		
Course Name: Information Systems	Course Type: Core	Course Code: 40200	Lecture: 28	Tutorials: 0	Practical: 28
Objective: The main objective of the course is to introduce students to a whole range of Computer Based Information Systems (CBIS) with a good look at managerial issues concerning these.					Marks
Unit 1: CBIS – definition and types, approaches, scope; management issues and impact thereof, infrastructure; concept of balanced IS; CBIS and MIS – conceptual similarities					8
Unit 2: Important Steps - SDLC; Database design – ER Modelling, normalisation (till 3NF); Basic SQL queries – creating tables, select and insert statements; Interface Design – important concepts, guidelines					16
Unit 3: TPS – need, types and applications; Office Systems – role in knowledge management; MIS – its differentiation as a special type of IS and its role in operations management; SCM – role of IS; CRM – role of IS					12
Unit 4: DSS – types, components, applications; ESS – benefits, Expert Systems – rule based systems; Artificial Intelligence – basic concepts on fuzzy logic, neural networks, genetic algorithms					12
Unit 5: Information Systems Security and Control – basic concepts; International Information Systems – architecture, technology and strategies for implementation; Web-based Information Systems – infrastructure, intranets and extranets; ERP I & ERP II – basic concepts					12
Practicals: MS Access 2007/2010 would be used to design databases, develop forms, reports and queries through SQL.					
References:					
<ol style="list-style-type: none"> 1. Foundations of IT and Computers, H Barman, Mahaveer Publications 2. Management Information Systems, Managing the Digital Firm, K C Laudon, & J. P Laudon, J P - Pearson 3. Management Information Systems – Conceptual Foundations, Structure and Development, G B Davis, & M H Olson, MGH 4. Fundamentals of Database Systems, R. Elmasri, S B Navathe, D V Somayajulu, & S K Gupta, Pearson 5. Management Information Systems, G M Marakas, J A O'Brien, & R. Behl, MGH 					

Pedagogy : Lectures, Presentations, Case Studies & Practical

Evaluation : Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totalling 20 marks, Practical – 15 marks, Class Participation – 5 marks)

End Semester Examination: 60 marks

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Business Ethics, Corporate Governance and Social Responsibility	Core	40300	28	14	0
Objective: The course has been designed to make students acquainted with ethical aspect of the business. The learning from the paper will make them responsible and accountable future Corporate Managers or Entrepreneurs					Marks
Unit: 1 Introduction to Business ethics: Importance, Issues, Need, Details of Utilitarianism vs Universalism					10
Unit: 2 Ethical Decision Making: Implication, Need and Steps of Ethical Decision making					10
Unit: 3 Professional ethics: Objectives, Need, Attributes, Qualities of a professional Manager, Professional ethics directed by All India Management Association					10
Unit: 4 Corporate Governance: Definition, Mechanism, Corporate Obligations, Corporate Governance in India					10
Unit: 5 Corporate Social Responsibility: Objectives of CSR, Need of CSR Activities					10
Unit:6. Environmental Protection: Approaches to Environment Protection, Legislations, Government and Corporate Initiatives					10
References:					
<ol style="list-style-type: none"> 1. Business Ethics: An Indian Perspective, A. C. Fernando, Pearson Education 2. Business Ethics Concepts And Cases, Manuel G. Velasquez, PHI Learning 3. Corporate Governance in India –An Evaluation, Subhas Chandra Das, PHI 4. Corporate Governance- Emerging Issues- Dr Vandna Dangi, Prabhat Prakashan 5. Corporate Governance :Principles, Policies And Practices, A C Fernando, Pearson India 					

Pedagogy: Classroom lectures, Field study, Seminar, Group activities, Case Study

Evaluation: *Internal assessment:* 40marks (Sessional Examination: 20 Marks, Classroom Participation 10marks, Case Study/ Assignment/ Presentation/ –10marks)

End Semester Examination: 60marks

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Strategic Marketing	Marketing Specialisation	40510	28	14	0
Objective: The course has been designed to make students comfortable with the concepts and strategies of marketing and their practical implication in business.					Marks
Unit 1: Introduction Understanding Strategic Marketing; Internal Competencies or Organisational Capabilities, The External Environment; Constructing Plans and Selecting Strategies. Case Study: 1					12
Unit 2: Market Strategies Market Leader Strategies; Market Follower Strategies; Market Nicher Strategies; Market Challenger Strategies ; Competitor’s Reactive Strategies Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries. Case Study: 2					12
Unit 3: Dealing with Competition Competitor Analysis, Sustainable Competitive Advantage (SCA), Growth Strategies – Product-Market Development and Diversification. Case Study: 3					12
Unit 4: Segmentation, Targeting and Positioning Strategic Market Segmentation, Market Targeting and Strategic Positioning, Strategic Relationships, Strategic Brand Management. Case Study: 4					12
Unit 5: Strategic Marketing Mix Planning for new product, Pricing Strategy and Management, Promotion, Advertising and Sales Promotion Strategies Case Study: 5					12
References: <ol style="list-style-type: none"> 1. Strategic Marketing, D W Cravens & N F Piercy, MGH 2. Strategic Marketing, A Nag, Macmillan 3. Strategic Management – Text and Cases , V S P Rao & V H Krishna, Excel Books 4. Strategic Marketing Problems – Cases and Comments, R Kerin & R Peterson - Pearson 5. Analysis for Strategic Marketing, J H Steckel & V R Rao, Pearson 					

Pedagogy: Teaching methods and techniques --- Lecture Method, Assignments, Discussions, Audio-Visual teaching learning.

Evaluation: *Internal assessment:* 40 marks (2 Sessional Examinations – 5 marks each totaling 10 marks, Attendance – 5 marks, Assignment/Presentation/ Class Participation – 25 marks);

End Semester Examination: 60 marks.

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Compensation Management	HR Specialisation	40520	28	14	0
Objective: The course has been designed to make the students familiar with the various aspects of remuneration and compensation administration and design, wage differential issues and the various factors impacting it.					Marks
Unit 1: An overview of wages- Meaning of Compensation – Intrinsic and Extrinsic compensation, compensation function & other HR functions, objectives of good compensation strategy, Factor influencing Compensation Strategies, concept of money & real wages.					12
Unit 2: Wages differentials- Occupational, skill, Inter-industry, intra-industry, regional, sex & sectoral wages differentials.					12
Unit 3: Compensation designing- Designing Compensation Package for Supervisors, Directors, Executive, Sales forces, Scientists and Engineers					12
Unit 4: Strategic Compensation- Alignment with business plan, different business strategy, different compensation approaches. Sources of competitive advantages. The concept of “best fit” Vs “best practices”					12
Unit 5: Incentives, International compensation issues- Incentives – importance, advantages and disadvantages of using incentives, methods of incentive calculation. International Compensation - Host Country Nationals (HCNs), Third Country Nationals (TCNs) and expatriates and their relevance for Compensation Issues.					12
References:					
<ol style="list-style-type: none"> 1. Strategic Compensation – A Human Resource Management Approach, J J Martocchio, Pearson 2. Compensation, G T Milkovich, J M Newman, & C S V Ratnam, MGH 3. Understanding Wage System, A M Sharma, HPH 4. Compensation Management in a Knowledge based World, R I Henderson, Pearson 5. Compensation Management, S S Singh, Excel Books 					

Pedagogy: Teaching methods and techniques --- Lecture Method, Assignments, Discussions, Audio-Visual teaching learning, industrial visits.

Evaluation: Internal Assessment: 40 marks (2 Sessional Examinations - 10 marks each totalling 20 marks; Attendance --- 5marks, Assignments/ Presentation Class participation—15 marks);

End Semester Examination: 60 marks.

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Management of Financial Services	Finance Specialization	40530	28	0	28
Objective: The course has been designed to introduce and to understand the basic intricacies of financial services, intermediaries and institutions that are predominant in present business environment.					Marks
Unit 1: Financial System An Overview of Financial System, Financial Markets and Financial Services, Regulatory Framework for Financial Services, Management of Risk in Financial Services					12
Unit 2: Banking Banking Institutions, Development of Banking in India, Scheduled Commercial Banks, Reforms in the Banking Sector, Risk Management in Indian Banks, Financial Inclusion, Non-banking Financial Companies					12
Unit 3: Insurance Introduction, Basic Characteristics of Insurance, Insurance Company Operations, Reinsurance, Purpose and Need of Insurance, Present Market Scenario of Insurance Industry in India and Abroad, Insurance Regulatory and Development Authority (IRDA)					12
Unit 4: Microfinance Fundamental Concepts, Clients and Services, Micro Credit Methodologies, Effects of the Local Environments, Key Financial Factors.					12
Unit 5 : Other Constituents of the Financial System Merchant Banking, Leasing & Hire- Purchase, Mutual Funds, Credit Rating, Credit Card, Venture Capital, E- Finance					12
References:					
<ol style="list-style-type: none"> 1. Management of Financial Services, V K Bhalla, Anmol 2. The Indian Financial System – Markets, Institutions and Services, B V Pathak, Pearson, 3. Management of Financial Institutions and Services: S. K. Matta, Vrinda Publications 4. Management of Financial Services, C R Gopal, Vikas Publishing House 5. Financial Services and Markets, P. Pandian, Vikas Publishing House 					

Pedagogy: Teaching methods and techniques --- Lecture Method, Assignments, Discussions, Audio-Visual teaching learning, Practicals, Tutorials.

Evaluation: Internal Assessment: 40 marks (2 Sessional Examinations - 10 marks each totalling 20 marks; Attendance --- 5marks, Assignments/ Presentation Class participation—15 marks)

End Semester Examination: 60 marks.

			Credit: 3		
Course Name:	Course Type:	Course Code:	Lectures:	Tutorials:	Practical:
IT for Business	Specialization Systems	40550	28	14	0
Objective: This course looks at the importance of Information Technology with respect to today's business processes and models.					
					Marks
Unit 1: Overview of IT, Importance of IT for Business, IT Evolution, IT Plan.					12
Unit 2: IT Hardware, IT Software, Communication Infrastructure.					12
Unit 3: Working of the Internet, Services on the Internet, Emerging Technologies.					12
Unit 4: Foundations of E-Business, Payment Systems, Mobile Business.					12
Unit 5: Privacy, Code of Ethics, IPR.					12
References:					
<ol style="list-style-type: none"> 1. Joseph, P T: 1. E-Commerce: A Managerial Perspective, PHI, New Delhi 2. Laudon, K C & Laudon, J P: Management Information Systems: Managing the Digital Firm, Pearson, New Delhi 3. Comer, D E: The Internet Book, PHI, New Delhi 4. Senn, J A: Information Technology in Business – Principles, Practices and Opportunities, PHI, New Delhi 5. De George, R T: The Ethics of Information Technology and Business, Blackwell Publishing, New Delhi 					

Pedagogy: Lectures, Presentations & Practical

Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totaling 20 marks, Assignment/Presentation – 20)

End Semester: 60 Marks

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
International Marketing	Marketing Specialisation	40610	28	14	0
Objectives: The course has been designed to introduce and to understand the importance of International Trade and Marketing of products internationally.					Marks
Unit 1: Concept, Definition of International Marketing. Distinction between International Trade, Marketing and Business. Modes of entering International Markets.					12
Unit 2: Constraints of International Marketing – Tariff and Non-Tariff barriers. Trading partners and Trade Agreements.					12
Unit 3: India and World Trade – Import and Export Policies – Direction and Quantum of India’s Exports. Institutional Infrastructure – Export Promotion Councils, Public Sector Trading agencies, ECGC, Commodity Boards.					12
Unit 4: Procedure and Documentation – Registration of Exporters, Export Quotation. Production and Clearance of goods for export – Shipping and Transportation, Insurance, Negotiation of Documents, Instruments of payment – Open Account, Bills of Exchange, Letter of Credit, Export finance.					12
Unit 5: International Marketing Mix – Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy and Distribution Strategy.					12
References:					
<ol style="list-style-type: none"> 1. Export Marketing Strategies for Success, B Bhattacharyya, Global Business Press 2. International Marketing, S Onkvisit & J J Shaw, PHI 3. International Business: K Aswathappa, MGH 4. International Marketing (Text and Cases), F Cherunilam, HPH 5. International Marketing, R M Joshi, OUP 					

Pedagogy: Lecture Method, Case Study Based Learning, Resource/Research Based Learning, Group Discussion, Story Telling, and Audio-Visual Tools.

Evaluation: Internal Assessment: 40 marks (2 Sessional Examinations - 10 marks (each carrying 20 marks); Assignments/Presentation- 15 marks; Case study/Class participation/ Group participation- 5)

End Semester Examination: 60 marks

			Credits: 03		
Course Name: Cross Cultural and Global HRM	Course Type: HR Specialisation	Course Code: 40620	Lecture: 28	Tutorials: 14	Practical: 0
Objective: The course has been designed to make students acquainted with the diversity in the work environment, importance of cultural multiplicity and challenging global work environment.					Marks
Unit 1: Global Perspective of the Human Resource Management: Importance, Challenges, Issues, New Dimensions, HRM trends and Challenges.					10
Unit 2: Cultural Shock: Definition, Reasons, Situations, Common Problems, Stages, Remedies					10
Unit 3: Multiculturalism and Managing Diversity in International Working environment: Definition, Importance, Rules, Benefits, How to manage cultural diversity					10
Unit 4: Re-entry and Career Issues: Reverse Cultural Shock, Challenges, Management of Smooth Re-entry					10
Unit 5: International Labour Relations: Key Players, Key Issues, Different Approaches of IR, Different types of Trade Unions, International Dispute Handling Machine.					10
Unit 6: Leadership and Management Behaviour in Multinational companies: Character of a Successful Global Leader, Classic Models, GLOBE theory of Leadership					10
References:					
<ol style="list-style-type: none"> 1. Intercultural Business Communication, Lillian H Chaney, JeanetteS Martin, Pearson Education 2. International Human Resource Management, R.V. Badi, S.G Hunderkar, VrindaPublication 3. International human Resource Management: Managing People in a Multinational Context, Peter J Dowling, Denice Welch, Randall S Schuler, Cengage Learning. 4. International Human Resource Management: A Global Perspective, S. K. Bhatia, Deep and Deep Publication Pvt Ltd 5. International Human Resource Management, K. Aswathappa, TataMcGraw-Hill Education 					

Pedagogy: Classroom lectures, Field study, Seminar, Group activities, Case Analysis

Evaluation: *Internal assessment:* 40 marks (Sessional Examination: 20 Marks, Classroom Participation 10 marks, Case Analysis/Assignment/Presentation/–10marks)

End Semester Examination: 60 marks

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Taxation	Finance Specialisation	40630	28	0	28
Objective: The objective of this course is to acquaint the students with the basics of Direct and Indirect Tax structure of Companies and its Tax Planning.					Marks
Unit 1: Income Tax introduction- Basic concept of income Tax, Basis of charge, Gross total income and taxable income, some common exempted incomes and Residential status and tax incidence of an individual and a company including various types of companies					12
Unit 2: income under various heads- Computation of income under different heads Basics of Income from Salary and House Properties.					12
Unit 3: Taxation of companies and Deductions- Taxation of Companies, MAT, Double Taxation Relief, A study of some common deductions available under Sec 80 C to 80 U (which are applicable to individual and companies)					12
Unit 4: Tax planning with special reference to companies- Tax Planning with special reference to location of a business, nature of Business, Financial Management, Amalgamation, merger or Demerger of Companies					12
Unit 5: Goods and Service Tax- Introduction to goods and service tax, nature, objective, scope and its importance.					12
References:					
<ol style="list-style-type: none"> 1. Direct Taxes - Laws and Practices, V. K Singhnia & K Singhania, Taxmann. 2. Fundamentals of Taxation, G Gupta & A. Ahuja, Bharat Publications. 3. Corporate Tax Planning & Business Tax Procedures With Case Studies, K. Vinod, Singhania, Dr Monica Singhania, Taxmann Publications. 4. Corporate Tax Planning, Kaushal Kumar Agrawal, Atlantic Publishers and Distributors. 5. Goods & Service Tax, N. K Gupta & Sunaina Bhatia Bharat Law House Pvt Ltd 					

Pedagogy: Practical, class assignment, lectures, presentations and group project.

Evaluation: Internal assessments - 40 marks (2 sessional exam carrying 20 marks, presentation and group project 15 marks and 5 marks for attendance)

End Semester Examination: 60 marks

			Credit: 3		
Course Name:	Course Type:	Course Code:	Lectures:	Tutorials:	Practical:
ERP	Specialization Systems	40650	28	14	0
Objective: The objective of this course is to bring about the importance of ERP in today's business processes, the challenges of implementing ERP solutions and the competitive advantage it brings to firms.					
					Marks
Unit I: Introduction to ERP, ERP Domain, ERP and Enterprise Productivity.					12
Unit II: Functional Modules of ERP, An overview of SAP.					12
Unit III: Business Process, Consultants, Vendors and Users, Implementation Strategies.					12
Unit IV: Hardware & Software for ERP, People, Training needs.					12
Unit V: ERP and Change Management, ERP and Organisational Strategy.					12
References:					
<ol style="list-style-type: none"> 1. Altekar, R V: Enterprisewide Resource Planning – Theory and Practice, PHI, New Delhi 2. Garg, V K & Venkitakrishnan, N K: Enterprise Resource Planning – Concepts and Practice, PHI, New Delhi 3. Diwan, P, & Sharma, S: Enterprise Resource Planning – A Manager's Guide, Excel Books, New Delhi 4. Parthasarathy, S: Enterprise Resource Planning (ERP) – A Managerial and Technical Perspective, New Age Publishers, New Delhi 5. Summer, M: Enterprise Resource Planning, Pearson, New Delhi 					

Pedagogy: Lectures, Presentations & Practical

Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totaling 20 marks, Assignment/Presentation – 20)

End Semester: 60 Marks

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Sales and Distribution Management	Marketing Specialization	40710	42	0	0
Objective: The course has been designed to make students aware about the concepts and practices of sales and distribution management.					Marks
Unit 1: Introduction to Sales Management, Types of Selling Functions, selling Skills, Personal Selling Process, Self Management, Sales Forecasting					12
Unit 2: Management of Sales Territory and Sales Quota					12
Unit 3: Recruitment, Selection, Training, Motivation, Compensation, Control, Supervision and Evaluation of the Sales Force					12
Unit 4: Introduction to Distribution Management; Marketing Channels—Its Need, Structure and Levels; Channel Management—Channel Relationship and Conflict Management.					12
Unit 5: Retailer , Wholesalers and Franchisee Management					12
References:					
<ol style="list-style-type: none"> 1. Sales Management—R. S. Still, E.W. Cundiff, N. A. P. Govoni, Pearson 2. Selling and Sales management—D. Jobber & G. Lancaster, Pearson 3. Selling Today—G. I. Manning & B. L. Reece, Pearson 4. Sales and Distribution management—K. Havaladar & V. Cavale, McGraw Hill 5. Sales and Distribution management—Tapan Panda & Sunil Sahadev, Oxford University Press 					

Pedagogy—Class lecture, Case study, Group discussion

Evaluation: Internal Assessment 40 marks (two sessional examinations-10 marks each, assignments and presentations -10 marks, seminar/case analysis and class participation 10 marks)

End Semester Examination: 60 marks

			Credits: 03		
Course Name:	Course Type:	Course Code:	Lecture:	Tutorials:	Practical:
Organizational Change and Intervention Strategies	HRM Specialization	40720	28	14	0
<p>Objectives: The objective of this paper is to make the students understand the applicability of the various organization models and intervention strategies so to make organisation change and development effective.</p>					Marks
<p>Unit 1: Understanding Change, .Change agents, role of change agents, pros and cons of internal and external change agents. Images of Managing Change-Director, Navigator, Caretaker, Coach, Interpreter, Nurturer</p>					10
<p>Unit 2: Models of Change- Six box model, Congruence model, Burke- litwin model, Schein model, ADKAR Model, Action Research model, BULLOCK-Batten model, Edgar Huse model, Bridges Transition model</p>					12
<p>Unit 3: Strategies and skills for communicating change- Strategies and models for communicating change, communication process, communication skills for engaging others in change process</p>					10
<p>Unit 4: Human Process interventions - T group, process consultation, team building, intergroup relation, organization confrontation ,grid organization development Human resource management interventions- goal setting, performance appraisal, reward system, career planning, managing workforce diversity, employee wellness</p>					14
<p>Unit 5: Techno Structural interventions - Structural design, reengineering, high involvement organization, TQM, work design Strategic intervention-transactional org development, mergers and acquisitions, culture change, self design org, integrated strategic change, org learning and knowledge management</p>					14
<p>References:</p> <ol style="list-style-type: none"> 1. Organization Development– Behavioral Science Interventions for Organization Improvement, W L French, C H Bell & V Vohra, Pearson 2. Organization Development– A Process of Learning and Changing, W W Burke, Pearson 3. Organization Development and Change, T G Cummings & C G Worley, OUP 4. Images of Organization, G Morgan, Sage Publications 5. Organisation Change and Development, K Singh, Excel Books 					

Pedagogy: Teaching methods & techniques- Lecture, Role playing, Business Games, Discussion, Brain storming, Assignment, Case study, Audio-visual teaching learning, Group Project in an organization.

Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totalling 20 marks, Assignment/Presentation and other activities – 20marks),

End Semester Examination: 60 marks.

			Credits: 03		
Course Name	Course Type	Course Code	Lecture:	Tutorials:	Practical:
International Financial Management	Finance Specialization	40730	28	14	0
Objective: The course has been designed to impart knowledge about the International Finance.					Marks
Unit 1: International Financial Management- Introduction, Overview, Evolution of Monetary System, Foreign exchange market.					10
Unit 2: Concept of exchange rate and its determination, International arbitrage and Interest Rate Parity, Relationship between Inflation, Interest rate and Exchange rate					20
Unit 3: Management of Short term Assets and liabilities, Long term Investment decisions- The Foreign Investment decision, Multinational capital Budgeting, Cost of Capital and capital structure.					10
Unit 4: Country risk analysis, Political risk analysis, Foreign exchange risk and its management, Foreign exchange exposure and risk.					20
References:					
<ol style="list-style-type: none"> 1. International Financial Management: Madhu Vij, Excel 2. International Financial Management: Jeff Madura, Cengage Learning 3. Financial Management: Khan & Jain, Tata McGraw Hill Education 4. Financial Management: P. Chandra, Tata McGraw Hill Education 5. Multinational financial Management: R.M. Srivastava, Standard Publisher 					

Pedagogy: Lecture Method, Brain Storming, Assignments, Presentation, Group Discussion and Audio-Visual Tools.

Evaluation: Internal Assessment - 40 marks (2 Sessional Examinations - 10 marks each; Assignments/Presentation- 15 marks; Case study/Class participation/ Group participation- 5)

End Semester Examination: 60 marks

			Credit: 3		
Course Name:	Course Type:	Course Code:	Lectures:	Tutorials:	Practical:
IT Security	Specialization Systems	40750	28	14	0
Objective: This course focuses on key issues related to the security and control of the IT infrastructure in the context of a networked world and the information age.					
					Marks
Unit I: Threats and Attacks, Software, Malicious Software.					12
Unit II: Physical Security, Logical Security, Human Factor.					12
Unit III: Computer Security, Hardware Security, Emerging Technologies.					12
Unit IV: Network and Communication Security, Intrusion Detection, Digital Signatures.					12
Unit V: Security Planning, Security Policy, Security Audit, Computer Crimes.					12
References:					
<ol style="list-style-type: none"> 1. Stallings, W: Cryptography and Network Security, PHI, New Delhi 2. Anderson, R: Security Engineering, Wiley, New Delhi 3. Gordon, J I: Software Licensing Handbook, lulu.com, North Carolina 4. Raj, A: Fundamentals of Database Systems, Pearson, New Delhi 5. Marakas, G M, O' Brien, J A & Behl, R: Management Information Systems, MGH, New Delhi 					

Pedagogy: Lectures, Presentations & Practical

Internal assessment: 40 marks (2 Sessional Examinations – 10 marks each totaling 20 marks, Assignment/Presentation – 20)

End Semester: 60 Marks