

HARCOURT BUTLER TECHNICAL UNIVERISTY, KANPUR, INDIA

**MBA PROGRAMME
STUDY AND EVALUATION SCHEME**

Year: 1st Semester: I

Course Code	Subject	PERIODS				EVALUATION SCHEME					Credit
		L	T	P	CT	SESSIONAL EXAMS			ESE	Subject Total	
						TA*	Lab	TOTAL			
HMS 101	Principles of Management	3	0	0	30	20	-	50	50	100	3
HMS 102	Business Environment	3	0	0	30	20	-	50	50	100	3
HMS 103	Quantitative Analysis	2	1	0	30	20	-	50	50	100	3
HMS 104	Business Ethics	3	0	0	30	20	-	50	50	100	3
HMS 105	Management Accounting	2	1	0	30	20	-	50	50	100	3
HMS 106	Organizational Behavior	3	0	0	30	20	-	50	50	100	3
HMS 107	Computer Applications in Management	2	0	2	15	20	15	50	50	100	3
HMS 108	Business Communication	2	0	2	15	20	15	50	50	100	3

*TA = TAQ+AT (10 marks each)

Year: 1st Semester: II

Course Code	Subject	PERIODS				EVALUATION SCHEME					Credit
		L	T	P	CT	SESSIONAL EXAMS			ESE	Subject Total	
						TA*	Lab	TOTAL			
HMS 201	Managerial Economics	3	0	0	30	20	-	50	50	100	3
HMS 202	Financial Management	3	0	0	30	20	-	50	50	100	3
HMS 203	Human Resource Management	3	0	0	30	20	-	50	50	100	3
HMS 204	Marketing Management	3	0	0	30	20	-	50	50	100	3
HMS 205	Production & Operation Management	3	0	0	30	20	-	50	50	100	3
HMS 206	Data and Information Systems	2	0	2	15	20	15	50	50	100	3
HMS 207	Legal Management	3	0	0	30	20	-	50	50	100	3
HMS 208	Research Methodology	2	1	0	30	20	-	50	50	100	3

*TA = TAQ+AT (10 marks each)

Year: 2nd Semester: III

Course Code	Subject	PERIODS			EVALUATION SCHEME			ESE	Subject Total	Credit
					SESSIONAL EXAMS					
		L	T	P	CT	TA	TOTAL			
HMS 301	Strategic Management	3	0	0	30	20	50	50	100	3
HMS 302	Organizational Effectiveness & Change	3	0	0	30	20	50	50	100	3
HMS 303	International Environment & Management	3	0	0	30	20	50	50	100	3
HMS 3XX	Elective I*	3	0	0	30	20	50	50	100	3
HMS 3XX	Elective II*	3	0	0	30	20	50	50	100	3
HMS 3XX	Elective III*	3	0	0	30	20	50	50	100	3
HMS 3XX	Elective IV*	3	0	0	30	20	50	50	100	3
HMS 308	Capstone/Industrial Project#	-	-	10	50			50	100	5

Note: * Each student shall take one specialization out of 05 specialized courses offered. The four elective courses must be from one and same specialization in IIIrd and IVth semester respectively.
 # Project evaluation shall be done internally (50) as well as externally (50 marks) through open presentation and viva method.

Year: 2nd Semester: IV

Course Code	Subject	PERIODS			EVALUATION SCHEME			ESE	Subject Total	Credit
					SESSIONAL EXAMS					
		L	T	P	CT	TA	TOTAL			
HMS 401	Corporate Governance	3	0	0	30	20	50	50	100	3
HMS 402	Entrepreneurship	3	0	0	30	20	50	50	100	3
HMS 403	International Business	3	0	0	30	20	50	50	100	3
HMS 4XX	Elective I*	3	0	0	30	20	50	50	100	3
HMS 4XX	Elective II*	3	0	0	30	20	50	50	100	3
HMS 4XX	Elective III*	3	0	0	30	20	50	50	100	3
HMS 4XX	Elective IV*	3	0	0	30	20	50	50	100	3
HMS 408	Research Project#	0	0	10	50			50	100	5

Note: * Each student shall take one specialization out of 05 specialization offered. The four elective courses must be from one and same specialization in IIIrd and IVth semester respectively.
 # Project evaluation shall be done internally (50) as well as externally (50 marks) through open presentation and viva method.

IMPORTANT: The board of studies also agreed to accept the credits of the courses completed in online (NPTEL/ SWAYAM etc.) of final Semester for the purpose of academic credits if available on similar title and credits..

MBA: List of Specialized and Elective Courses offered in 2nd Year

A) MARKETING (HMS X1X) L T P : 3 0 0	
IIIrd Semester	IVth Semester
HMS 311: Consumer Behavior	HMS 411: Retail Management
HMS 312: Advertising Management	HMS 412: International Marketing
HMS 313: Sales & Distribution	HMS 413: Marketing Analytics
HMS 314: Marketing Research	HMS 414: Applied Strategic Marketing
B) Human Resource (HMS X2X) L T P : 3 0 0	
IIIrd Semester	IVth Semester
HMS 321: Team Building	HMS 421: Performance Appraisal & Management
HMS 322: Negotiation & Counseling	HMS 422: HR Audit and Accounting
HMS 323: Industrial Relations & Labour Laws	HMS 423: International HRM
HMS 324: Human Resource Development	HMS 424: Compensation Management
C) Finance (HMS X3X) L T P : 3 0 0	
IIIrd Semester	IVth Semester
HMS 331: Investment Management	HMS 431: International Finance
HMS 332: Financial Statement Analysis	HMS 432: Commercial Banking & Financial Services
HMS 333: Derivatives and Risk Management	HMS 433: Security Analysis
HMS 334: Portfolio Management	HMS 434: Project Finance
D) Systems (HMSX4X) L T P : 2 0 2	
IIIrd Semester	IVth Semester
HMS 341: Data Base Management Systems	HMS 441: Enterprise Resource Planning
HMS 342: Information Security & Cyber laws	HMS 442: AI and Machine Learning
HMS 343: Software Project Management	HMS 443: Data Warehousing and Mining
HMS 344: E- Commerce	HMS 444: Data Sciences
E) Operations (HMS X5X) L T P : 3 0 0	
IIIrd Semester	IVth Semester
HMS 351: Risk Management	HMS 451: Operational Strategy
HMS 352: Logistics & Supply Chain Management	HMS 452: Manufacturing Planning & Control
HMS 353: Service Operations Management	HMS 453: Inventory Management
HMS 354: Project Management	HMS 454: Process Management

IMPORTANT: The board of studies also agreed to accept the credits of the courses completed in online (NPTEL/ SWAYAM etc.) of final Semester for the purpose of academic credits if available on similar title and credits..

Unit I: Basic Concepts of Management

Management: Concept, Nature & Importance; Managerial Roles & Skills; Levels & Principles of Management; Management Process; Theories, Management practices, Evolution of Management Thought, Managerial skills and Managerial Functions,

Case Study 101.1

Assignment 101.1

Unit II: Planning

Nature, Scope, Objectives and Significance of Planning; Types of Planning; Process of Planning; Barriers, Planning Premises and Forecasting; Types of plans
Decision-making- types, process, components, techniques and styles of Decision Making,

Case Study 101.2

Assignment 101.2

UNIT III: Organizing

Concept of Organizing; Organization Process; Determinants, dimensions of Organisation Structure, Organisational plans; Formal & Informal Organizations; Departmentation, Centralization & Decentralization, Span of Management; Authority, Responsibility and Accountability; Power; Delegation.

Case Study 101.3

Assignment 101.3

UNIT IV: Directing

Concept, Nature, Scope, Principles of Direction, Leadership approaches & Theories, Motivation Theories & concept; Communication; Staffing

Case study 101.4

Assignment 101.4

UNIT V: Controlling & Coordination

Control: Nature, Process, Types & Techniques of control; Co-ordination: Concept, Types & Techniques of coordination, Principles of coordination

Case Study 1.5

Assignment 1.5

Suggested Readings

1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India,
2. Charles W L Hill, Steven L McShane, 'Principles of Management', McGraw Hill Education, Special Indian Edition.
3. P. Subba Rao, Principles of Management, Himalaya Publishing
4. Koontz & O'Donnell, Essentials of Management, Tata McGraw Hill

Course Outcomes:

1. To develop basic understanding and concepts of management.
2. To learn the process of planning and decision making.
3. To create understanding of organization concepts.
4. To help develop leadership & managerial skills in the students
5. To familiarize students with the different aspects of control.

UNIT-1 Theoretical Framework of Business Environment:

Business Environment; Concept, Nature and Factors, Element of environment, Techniques of environmental scanning and monitoring, Changing Dimensions of Business Environment

Case Study 102.1

Assignment 102.1

UNIT-2 Economic Environment of Business:

Economic environment, elements & economic systems; Economics reforms & role of government, policies, Economic role of Government; Contemporary Economic Reforms, Role of Industry in Economic policies – industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development

Case Study 102.2

Assignment 102.2

UNIT-3 Political and Legal Environment of Business:

Political environment: Introduction & elements, Government and business factors; dimensions of legal environment: MRTP Act, FEMA and licensing policy; Consumer Protection Act. Industries (Development and Regulation) Act, Companies Act and its amendments.

Case Study 102.3

Assignment 102.3

UNIT-4 Socio-Cultural Environment:

Socio-cultural environment: Introduction, elements, Social institutions and systems; Social values and attitudes; Social groups; Income Disparity and its Socio-Cultural Implications; Divestment new methods Revenue Management, Social Network Analysis.

Case study 102.4

Assignment 102.4

UNIT-5 International and Technological Environment:

Multinational corporations; International Financial Markets; International economic institutions – GATT, WTO, World Bank, IMF and their importance to India; Foreign trade policies; Technological environment ,Technology transfer. Patent laws, Balance of Payment, Regional Economic Integration and emerging issues.

Case Study 102.5

Assignment 102.5

Suggested Readings

1. Indian Economy: Performance & Policies, 8th Ed.- Uma Kapila, Academic Foundation, New Delhi
2. Business Environment- B.N. Ghosh, Oxford University Press
3. International Business- P. Subba Rao, Himalaya Publishing House
4. International Business Environment and Operations- John D. Daniels, Pearson Education, Twelfth edition
5. Business Environment, Cherunilum, Francis Himalaya Publishing House

Course Outcomes

1. To imbibe practical insight of the concepts of business environment.
2. To help understand different aspects and policy of economic environment.
3. To acquaint students with political & legal elements of the business.
4. To facilitate understanding of the socio-culture environment around the business
5. To provide foundation for the understanding of the international bus

Unit I Descriptive Statistics

Meaning, Scope, types, functions and limitations of statistics, Measures of Central tendency, Measures of Dispersion, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

Case Study 103.1
Assignment 103.1

Unit II Time Series

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business Decision-making.

Case Study 103.2
Assignment 103.2

Unit III Correlation & Regression Analysis

Correlation Analysis: Types, Properties & Method: Rank Method & Karl Pearson's Coefficient of Correlation, Simple Regression Analysis: Introduction to regression analysis, regression lines, Coefficient of Determination & Estimation

Case Study 103.3
Assignment 103.3

Unit IV Probability Theory & Distribution

Probability: Theory of Probability, Bayes' Theorem; Probability: Concept and application of Binomial; Poisson and Normal distributions.

Case Study 103.4
Assignment 103.4

Unit V Hypothesis & Data Analysis

Hypothesis Testing: Analysis of data (t, F, Z Test and Chi Square Test) Concept of Business Analytics-Meaning types and application

Case Study 103.5
Assignment 103.5

Suggested Readings:

1. G C Beri – Business Statistics, 3rd ed, TATA McGrawHill.
2. Levin and Rubin – Statistics for Management, 7th ed., Pearson
3. S. C. Gupta – Fundamentals of Statistics, Himalaya Publishing
4. R.S Bhardwaj, R.S. Business Statistics, Excel Books, 2000
5. Arulmozhi ,G. and Muthulakshmi ,S(2009),Statistics for Management, The McGraw-Hill Education,

Course Outcomes:

1. To disseminate knowledge in various quantitative tools and techniques & understand basic concepts of statistics.
2. To understand time series analysis & its applications in business
3. To develop understanding of correlation & regression analysis.
4. To help evaluate basic concepts of probability
5. To apply hypothesis testing and their implication in business analytics and managerial decision making.

Unit I: Introduction

Definition, Ethics, business Ethics, scope of business Ethics, factors affecting Business Ethics, Principles, Ethical Principles in business.

Case Study 104.1

Assignment 104.1

Unit II: Ethical Issues and Dilemmas

Ethical issue in organization, Ethic System: Deontological, Teleological Ethics, Virtue Based Ethics, Professional Ethics, Business Ethics –Cross Country Perspective, Ethical Dilemma, introduction causes of ethical dilemma, levels of ethical dilemma: individual, organizational and societal, Resolving of ethical dilemma

Case Study 104.2

Assignment 104.2

Unit III: Ethical Standard and Programme

Sources of ethical standard, ethics programme, development of ethical programme, code of ethics, Value based organization, Organizational culture, TQM, Human Values, Work life balance

Case Study 104.3

Assignment 104.3

Unit IV: Application of Business Ethics

Ethics in the world of business: marketing, information technology, human resources management, Environmental ethics

Case Study 104.4

Assignment 104.4

Unit V: Corporate Governance

Corporate Governance: Evolution, Principles, Main Drivers, Theories and Models, Moral Corporate Excellence, Global Practices on Corporate Governance in the World and their impact on corporate world.

Case Study 104.5

Assignment 104.5

Suggested Readings:

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2009
2. Weiss, Business Ethics concept & cases, 1st edition, 2009, Cengage Learning
- 3 Velasquez, Business Ethics, Concepts & Cases, 6th edition, 2009, PHI
- 4 Murthy, Business Ethics, 2009, Himalaya Publishing House
5. Sharma, J.P., An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., New Delhi

Course Outcomes:

1. To understand the role of ethics in business policies, institution and behaviour.
2. To develop skills in identification & analysis of ethical dilemmas at organisation
3. To identify the different sources of ethical programme and its emergence in organization.
4. To acquaint with application of ethics in different aspects of business
5. To ascertain the knowledge of CSR and its impact on businesses.

Unit I: Introduction to Accounting

Basic Concepts, Purpose, Importance, Scope and Limitations of Financial Accounting, Management Accounting and Cost Accounting; Generally Accepted Accounting Principles (GAAP) and Accounting Standards (AS), International Financial Reporting Standards (IFRS) –need and significance, Basic Accounting Concepts; Accounting Mechanics

Case Study 105.1

Assignment 105.1

Unit II: Financial Statements Preparation and Analysis

Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis, Trend Analysis

Case Study 105.2

Assignment 105.2

Unit III: Preparation of Cash Flow Statement,

Direct Method-Cash Flow from Operating, Investing and Financing Activities; Indirect Method of Preparing Cash Flow Statement-Reconciliation of Net Income to Net Cash Provided by Operations,

Case Study 105.3

Assignment 105.3

Unit IV: Costing Technique

Introduction to Costs & classification, Absorption and marginal costing, uses of costing techniques in managerial decision making, Cost-Volume-Profit Analysis

Case Study 105.4

Assignment 105.4

Unit V: Accounting for Planning and Control

Nature, scope, importance of Budgets, Various Types of Budgets, Preparation of Cash, Sales and Flexible Budget, Controlling through Budgets, Variance Analysis

Case Study 105.5

Assignment 105.5

Suggested Reading:

1. Management Accounting –Charles Horngren
2. Management Accounting- Khan and Jain, Tata Mc. Graw Hills
3. Management Accounting- Ananthanayanan, P.S. Oxford Publication
4. Dr. D.C. Sharma & K.G. Gupta: Management accounting.
5. Accounting for Management: S.K, Bhattacharya and John Dearden

Course Outcomes:

1. To integrate the fundamental concepts, principles and techniques of accounting.
2. To develop the understanding of preparation and presentation of financial statements.
3. To apply knowledge of various financial tools to view the financial position of company.
4. To ascertain the correct analysis of cost per unit by different elements of cost.
5. To plan & control the procedure of financial aspect of accounting.

Unit I: Introduction to OB:

Meaning, Nature, Significance of OB, Changing Context, Challenges and Opportunities for O.B, Models of O.B. Historical Development of O.B., Contributing disciplines to the O.B. field,

Case study 106.1
Assignment 106.1

Unit II: Individual Behaviour:

Values & Culture; Attitudes; Personality: determinants & theories; Perception: factors influencing perception, process; Learning: Concept & theories; Motivation: Process, theories and application, Commitment, Stress management

Case study 106.2
Assignment 106.2

Unit III: Interpersonal Behaviour

Transactional analysis: life positions, self-awareness, structural analysis, PAC Ego states, Psychological games, stroking and implications of transactional analysis

Case study 106.3
Assignment 106.3

Unit IV: Group Dynamics

Group Norms, Group Cohesiveness, Group Shift and Techniques for decision making, Group Conflict, Dysfunctional Groups, Leadership: concept, types & models, Team Building and team development

Case study 106.4
Assignment 106.4

Unit V: Organizational Development

Concept, Scope, practice and process of organizational Development interventions
Organizational culture, Organizational Conflict, Organizational Change, Power, authority and politics

Case study 106.5
Assignment 106.5

Suggested Readings:

1. Robbins, Judge, and Vohra (2013). Organizational Behavior. Prentice Hall Inc.
2. Fred, Luthans Organisational Behavior. UK: McGraw Hill.
3. G, Moorhead & Griffith. (2007). Organizational Behavior. Houghton Muffin Co.
4. Davis, Keith. (1989). OB: Human Behaviour at Work. McGraw Hill Inc.
5. Rao, V.S.P., & Narayana, P. S. Organisation Theory and Behaviour. Konark publications

Course Outcomes:

1. Apply organizational objectives, components and models in Indian context for better results for attaining organizational goals.
2. Demonstrate individual behavioral dimensions, learning theories, perceptual process, values & ethics with motivational techniques in stressed situations.
3. Identify mechanism for conducive survival of individual in an organization with interpersonal understanding.
4. Ascertain group, group behavior, Team & Team building with its key role in organization.
5. Demonstrate organizational structure, organizational change, organizational development for achieving higher productivity and accomplishing goals of organization

Unit I: Basic Applications of Computer

Computer and alternate machines, Hardware and software, operating systems, Assembler, Compiler and Interpreter, Data processing, Storage application,

Case Study 107.1

Assignment 107.1

Unit II: Data and Information System

Data and information, Data and big data, Physical storage, Cloud storage, Cloud application, Scanning, Storage and sharing, Quick Note Applications, Email & its applications

Case Study 107.2

Assignment 107.2

Unit III: Software for Businesses

Open source software, professional software, ERP: generalized and customized, Language applications like IMEs, Office software, Internet Browser, Big Data Applications

Case Study 107.3

Assignment 107.3

Unit IV: Online Platforms and Uses

File sharing platform, online meetings platform, and online monitoring system, Privacy and Security Protocols

Case Study 107.4

Assignment 107.4

Unit V: Interactive and Smart Systems

AI application, Machine Learning uses, Surveillance System, CCTV, Integrating Smart devices, Business Process Resources

Case Study 107.5

Assignment 107.5

Suggested Readings:

1. Understanding Computers: Today and Tomorrow by Morley and Parker, Cengage
2. Introduction to Computer science, IITL education solutions, Pearson.
3. Ron: The Compact Guide to Microsoft office: BPB Publication, Delhi, Norton, Peter: Working with IBM-PG, E3P13 Publication, Delhi
4. Introduction to computers by Peter Norton (Tata Mcgraw Hill)
5. Introduction to computers by Leon (Vikas Publishing)
6. Information Technology by Diwakar yadav

Course Outcomes:

1. To know the basic application of computer in businesses
2. To understand data need and storage systems with its application.
3. To identify newer software for businesses.
4. To use various online platforms in businesses
5. To understand tools and methods which makes a system smart and interactive.

Unit I Communication:

Definition, Concepts, Process, Types & Levels, Principles, Barriers, Business Communication, Communication Ethics, Need of effective communication in business

Case Study 108.1

Assignment 108.1

Unit II Communication Skills:

Concept, Interpersonal communication, Cross-cultural Communication, group communication, Verbal and Non Verbal Communication, written and oral, Postures and Gestures Listening Skills: Process, Types, Barriers, Importance, essentials

Case Study 108.2

Assignment 108.2

Unit III Business letters:

Essentials of business letter, Parts, Forms, Types, Preparation of Business letter, Internal Communication: letters to staff, Circulars and Memos, Office note, Representations

Case Study 108.3

Assignment 8.3

Unit IV Mass Communication:

Meetings, Conferences, Presentation skills, Advertisements, Publicity, Press Releases, Media mix, Public relations, Newsletters. Direct Marketing: Report writing, Types, Essentials of a good report,

Case Study 108.4

Assignment 108.4

Unit V Interview:

Types of Interview, Conducting the Interview, job application, Resume preparation, Group discussion, pictorial & professional presentation, e-presentation (Giving Presentation Online) New trends in business communication (netiquette & e-mail writing)

Case Study 108.5

Assignment 108.5

Suggested Readings:

1. Bovée, Courtland L., & Thill, John V., Business Communication Today, Pearson.
2. Bailey, Gerry, & Way, Steve, Communication, Gareth Stevens Pub.
3. Blundel, Richard, & Ippolito, Kate, Effective Organisational Communication: Perspectives, principles and practices, FT Prentice Hall.
4. Business Communication: Skill, Concepts and Applications – P D Chaturvedi, Mukesh Chaturvedi Pearson Education.
5. Asha Kaul, Business Communication, Prentice Hall of India

Course Outcomes:

1. To understand need of communication in businesses
2. To identify various types of communication used in businesses
3. To learn draft a business letter
4. To get insight into mass communication.
5. To understand interview process and its importance.

Unit I:

Nature and Scope of Managerial Economics Fundamental Economic Concepts – Incremental Principle, Opportunity Cost Principle, Equi-Marginal Principle. Utility and Indifference Curve Analysis, Budget line and Consumer surplus.

Case Study 201.1

Assignment 201.1

Unit II:

Demand Analysis: Individual and Market demand functions; Law of demand, Determinants of demand; Elasticity of demand – Concept, types, importance and applications

Supply Analysis: Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making, Demand-Supply Framework, Price of a Product under demand and supply forces

Case Study 201.2

Assignment 201.2

Unit III:

Production and cost Analysis: concepts & analysis; Production function, Types of production function, Laws of production, economies of scales. Cost concept and analysis: Types, theories; Cost output relationship in the short-run and long-run. Revenue Estimation

Case Study 201.3

Assignment 201.3

Unit IV:

Market Structures and Strategic Behaviour of Firms, Price Determination under different Market Conditions: Characteristics of different market structure; Price determination and firm's equilibrium in short- run and long- run under perfect competition, Monopolistic competition, Oligopoly and Monopoly. Price discrimination and dumping.

Case Study 201.4

Assignment 201.4

Unit V:

National Income Analysis, Inflation: definition, theories, types and measures to control inflation, Business Cycles: definition, phases & theories; Budget.

Case Study 201.5

Assignment 201.5

Suggested Readings:

1. Thomas and Maurice, Managerial Economics, 8th Edition, McGraw-Hill
2. Baumol, William J: Economic Theory and Operational Analysis, Prentice Hall, London.
3. Dean, Joel: Managerial Economics, Prentice Hall, New Delhi.
4. G S Gupta, Managerial Economics, Tata McGrawHill
5. Mithani. D.M: Managerial Economics, Himalaya Publishing House, New Delhi.

Course Outcomes:

1. To acquaint the students with the concepts of micro economics and various economic principles that help to make effective economic decisions under conditions of risk and uncertainty.
2. To evaluate & analyse the concepts of demand & supply and apply them in various changing situations in industry
3. To develop understand about the production concepts and its application in the changing economy.
4. To understand the different market structures and the application of price discrimination in market
5. To able to understand and analyse the different macro environment factors affecting the business decision making.

Unit – I

Introduction to financial management: Meaning, Nature, and scope, functions, and objectives of financial management, time value of money, organization of finance functions

Case Study 202.1
Assignment 202.1

Unit - II

Capital Budgeting Under conditions of Certainty – Principles and Techniques: ARR, Payback, Net Present Value, Profitability Index, Internal Rate of Return; NPV Vs IRR.

Case Study 202.2
Assignment 202.2

Unit - III

Evaluation of Projects under Conditions of Uncertainty: Methods of incorporating risk – Risk Adjusted Discount Rate, Certainty Equivalent, Sensitivity Analysis, Probabilistic, Decision Tree, Capital Rationing.

Case Study 202.3
Assignment 202.3

Unit - IV

Concept and Measurement of Cost of Capital, Capital Structure Theories, Designing Capital Structure; Leverage – Operating, Financial and Combined. computation of cost of various sources of capital, weighted average of cost of capital. EBIT & EPS Analysis Point of Indifference.

Case Study 202.4
Assignment 202.4

Unit - V

Management of Working Capital: Gross and Net Working Capital, Principles of Working Capital; Dividend Decisions and Theories: Irrelevance of Dividends: Modigliani and Miller (M-M) Hypothesis, Relevance of Dividends: Walter's Model, Gordon's Model, Determinants of Dividend Policy.

Case Study 202.5
Assignment 202.5

Suggested Readings:

1. Khan & Jain: Financial Management, TMH, New Delhi
2. I.M. Pandey: Financial Management, Vikas Publication
3. J. C. Van Horne: Financial Management and Policy, PHI, New Delhi.
4. S. C. Kuchhal: Financial Management, Chaitanya Publishing House.
5. V. K. Bhalla: Financial Management and Policy, Anmol Publications.
6. R. P. Rustagi: Financial Analysis and Financial Management, Sultan Chand & Sons

Course Outcomes:

1. To acquire knowledge regarding the basic concepts and principles of Financial Management
2. To appraise and identify various capital budgeting techniques and decision making.
3. To evaluate the projects and associated uncertainty & risk
4. To develop skills & ability for designing the capital structure in financial decision.
5. To determine an understanding of various dividend models and its applicability.

Unit - I

Contemporary HRM, Evolution of HRM & Trends, HR Models; HRM vs.HRD, Introduction to SHRM, Global Scenario

Case Study 203.1

Assignment 203.1

Unit II

Human Resource Planning: Features, Need, Objectives, Process and Factors Affecting Human Resource Planning, Methods demand forecasting for manpower planning, Meaning of job Analysis, job design , Recruitment & Selection: process, Management Assessment Centres

Case Study 203.2

Assignment 203.2

Unit - III

Employee Orientation- Purpose & Induction, Placement Employee Training & Development: Meaning importance, types and methods: on the job and off the job and Training Process and evaluation of training program, career planning, promotion, transfer, demotion and separation

Case Study 203.3

Assignment 203.3

Unit – IV

Compensation Management & Performance Appraisal: Wage & Salary Administration, Concept of Performance Management and Appraisal, Techniques for Appraising Performance, Appraisal related Problems and Interview, Succession Planning, Job Evaluation: Meaning and methods of job evaluation, Introduction to compensation management, Components and structure of employee compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends

Case Study 203.4

Assignment 203.4

Unit: V

Introduction to employee relation and industrial relations, Employee Safety / Health and International Human Resource Management: Needs and legal provision of employee health, safety and welfare. Basic principles governing International Human Resource, Quality of Work Life, Quality Circles and TQM.

Case Study 203.5

Assignment 203.5

Suggested Reading:

1. Gary Dessler and Biju Varkkey Human Resource Management, Person Publication, 2013, 14th Edition
2. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
3. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.
4. Wayne F. Casio: Managing Human Resource, McGraw Hill Companies.
5. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.

Course Outcomes:

1. To understand the basic concepts and frameworks of Human Resource Management (HRM) and its role in effective business decision making.
2. To learn function such as recruitment, selection and employee placement and orientation.
3. To analyse different training & development modules and techniques for appraising the performance of employees
4. To describe the role of employee benefits and compensation as a critical component of employee performance, productivity and effectiveness.
5. To demonstrate the knowledge of human resource in different legal aspects and impacts of HR practices at international level

Unit I:

Marketing: Concepts, Meaning, Scope, Nature, Importance, Recent Trends & Challenges, Marketing mix & elements, Marketing Orientations, applications, functions, Marketing Environment-Micro and Macro Environment, customer value and the value delivery process.

Case Study 204.1

Assignment 204.1

Unit II:

Marketing Plan and Strategy, Market Segmentation, Market Targeting, Positioning, Purpose & its role, Niche Market, Consumer Behaviour and Factors influencing consumer behaviour Branding: Concept & Types, Brand equity, Branding Positioning. Branding Decisions

Case Study 204.2

Assignment 204.2

Unit III:

Product Management-Concept, Levels & Classification, Product life cycle, Product Differentiation, Pricing: Concept & Strategies, Pricing techniques & Decisions, New Product Development, Product Positioning, Product Line and Product Line decisions, Product Mix, Packaging, Labelling

Case Study 204.3

Assignment 204.3

Unit IV:

Place Decision: Meaning, Purpose, Marketing Channels, levels & Design, Channel Conflict. Factors, Channel management decisions, Retailing & Types of Retailers, Promotion Mix- Characteristics, Advertising, Personal Selling, Publicity, Sales Promotion. Direct Marketing.

Case Study 204.4

Assignment 204.4

Unit V:

Marketing Communication Mix, Integrated Marketing Communication, Customer Relationship Management: Meaning, roles, significance Relationship Marketing, Relationship Management Consumer Response, Models, Communication Channels, New Forms of Communication, Marketing Control, Global Marketing: Global P's of Marketing, Green Marketing, Agile Marketing
Recent trends and Innovation in Marketing

Case Study 204.5

Assignment 204.5

Suggested Readings:

1. Kotler, Philip: Marketing Management: PHI, New Delhi
2. Stanton, W J: Fundamentals of Marketing
3. Cunduff & Still: Fundamentals of Marketing
4. Rusenberg, L J: Marketing
5. Pillai R S N, Bhagwati : Modern Marketing Principles & Practices
6. Neelmegham and Namakumari : Marketing Management

Course Outcomes:

1. To understand basic marketing concepts & principles and its practical implications in the business environment.
2. To understand & evaluate different Market Segments and its applications.
3. To understand concepts & strategies involved in the marketing of products and services.
4. To develop insights of basic fundamentals involved in value creation, delivery and promotion.
5. To acquaint students with latest forms of communication as well as strategies for better understanding of current global and emerging aspect of marketing.

Unit I: Production and operations management, strategy and planning

Meaning, Nature and Scope of Production and Operation Management, Objectives of Operations Management, Duties and Responsibilities of Operations Management, Production Function, Systems approach to Operations Management, Operations management (OM) functions; OM interaction with other functional areas of management; OM decisions; Contributions of OM; Global perspective of OM; Operations strategy; Demand forecasting

Case Study 205.1

Assignment 205.1

Unit II: Project Management & Process Design

Project management fundamentals, New product development; Techniques in new product development; Process design decisions- structure, customer involvement, vertical integration, resource flexibility, capital intensity; Selection of process design; Technology development process.

Case Study 205.2

Assignment 205.2

Unit III: Supply Chain Management, Facility Capacity, Location, and Layout

Introduction to SCM, Capacity Planning, Capacity decisions for service Operations, Location decisions, Location analysis, Product and process layouts.

Case Study 205.3

Assignment 205.3

Unit IV: Inventory Management

Fundamentals of inventory; Inventory costs; Basic EOQ models; Aggregate planning; Materials Requirements Planning; Just-in-Time Manufacturing; Enterprise Resource Planning.

Case Study 205.4

Assignment 205.4

Unit V: Quality and Productivity Management

Quality defined; Dimensions of quality; Quality costs; Statistical quality control (SQC) techniques; Work measurement and Productivity; Business Process Reengineering.

Case Study 205.5

Assignment 205.5

Suggested Readings

1. Gaither N. and Frazier, G., Operations Management, ed. ix, 2002, Thomson.
2. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, ed.vii, First impression, 2006, Pearson Education.
3. Krajewski, L.J., Ritzman, L.P. and Malhotra, M. K., Operations Management: Processes and Value Chains, ed.viii, First impression, 2007, Pearson Education.
4. Schroeder, R.G., Operations Management- Contemporary Concepts and Cases, 2002, McGraw-Hill.

Course Outcomes

1. Understand the framework of operations systems and management.
2. Develop the ability to design operations systems.
3. Learn to solve decision problems related to operations issues like capacity, plant location and layout, inventory, productivity, quality, and strategy.
4. Understand inventory control system.
5. To learn quality aspect and quality control system.

Unit I: Introduction to Information Systems

Information system: Need, purpose and objective Concepts, Types of Information Systems, Key Information System Applications in Business, Strategic Role of Information Systems, IS and Business Alignment

Case Study 206.1
Assignment 206.1

Unit II: Organizing Data and Information

Data Management, Data Modeling, Database Management Systems, Database Applications, Data Warehouse, Data Mart, Data Mining, Knowledge Management

Case Study 206.2
Assignment 206.2

Unit III: Building Information Systems

Introduction to System Analysis and Design: Elicitation, Analysis, Documentation, Review and management of user requirement, Feasibility study, Information modelling and specification of requirements, System Development Lifecycle, Alternative Systems Building Approaches- Prototyping, End user computing, Application packages

Case Study 206.3
Assignment 206.3

Unit IV: Telecommunications and Networking

Basic concepts, OSI and TCP/IP models, Network topologies, expert systems, applications of AI, Fuzzy, machine learning and GA in business

Case Study 206.4
Assignment 206.4

Unit V: Advances in Information Systems

IS outsourcing concepts, Latest development in the area of IS outsourcing, Information Systems Security and Control; Ethical and Social Impact of Information Systems.

Case Study 206.5
Assignment 206.5

Suggested Readings:

1. K. C. Laudon and J. P. Laudon, J. P. Management Information Systems: Managing the Digital Firm. ed. xi, Upper Saddle River, NJ: Prentice Hall, 2006.
2. James A O'Brien and George M Marakas, Introduction to Information Systems, ed. xiii, 2007, McGraw-Hill.
3. Ralph M Stair and George W Reynolds, Principles of Information Systems, ed. iii, Thomson Learning.
4. Steven Alter, Information Systems, ed. iii, Pearson Education Asia.

Course Outcomes

1. To understand the importance of Information management.
2. To provide an overview of Management Information Systems fundamentals.
3. To discuss the basics of Telecommunications and Networking.
4. To explain the alternatives for Information System Development.
5. To discuss issues like Ethics, Security, and Outsourcing as they relate to computer based information systems

UNIT- I

Law of Contract: Definition, essentials, Indian Contract Act, 1872 Proposal, Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts, e-contract, legality of object, performance of contract, termination of contract, remedies for breach of contract. Contract of Indemnity and Guarantee. Law of Agency

Case Study 207.1

Assignment 207.1

UNIT II

The Negotiable Instruments Act, 1881: Meaning, characteristics, Classification. Promissory Note and bill of exchange and cheque, Difference between Promissory note, bill of exchange and cheque. Miscellaneous provisions, Holder and Holder in due course: Rights and Privileges, Payment, maturity of an instrument, Noting and Protest, Bills in sets.

Case Study 207.2

Assignment 207.2

UNIT III

The Sale of Goods Act, 1930: Introduction, definitions, formalities of contract of sale: Essentials, sale v/s agreement to sell. Hire purchase agreement, auction sale. Conditions and Warranties, Doctrine of Caveat Emptor. Transfer of property in goods - meaning and rules governing the same, transfer of risk, Unpaid Seller and Rights.

Case Study 207.3

Assignment 207.3

UNIT IV

Consumer Protection Act: Definitions, objectives, Complaint, complainant, Consumer, Rights of Consumer, Consumer protection councils, consumer Dispute, Redressal agencies and penalties for violation, restrictive trade practice, unfair trade practice. Competition Act, 2002: Objectives, features, Competition Commission of India. Introduction to Intellectual Property Rights

Case Study 207.4

Assignment 207.4

UNIT V

The Indian Companies Act, 2013, Companies: Definition, characteristics, formation & types. Memorandum of Association, Articles of Association, prospectus and incorporation, Prospectus. Directors & Auditor, meeting and resolutions: types of meetings, winding up of a company, Indian Partnership Act, 1932. Partnership : Meaning and types, Implied Authority of a partner, Position of a minor in partnership, partnership deed and property of firm, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm, Limited Liability Partnership Act, 2008.

Case Study 207.5

Assignment 207.5

Suggested Reading:

1. Kuchhal M C, Corporate Laws, Shri Mahaveer Book Depot, New Delhi.
2. Sharma, J.P., An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., Ne
3. Companies Act and Corporate Laws, Bharat Law House Pvt Ltd, New Delhi
4. Mercantile Law by N.D. Kanpur.

Course Outcomes:

1. To understand the fundamental legal rules regarding contractual agreements pertaining to the business world.
2. To create understanding of legal aspects of the negotiable instruments.
3. To demonstrate and apply the law relating to the sale of goods as a legal advisor in the organisation.
4. To assess and analyse the law relating to the consumer protection and market competition act.
5. To understand the basic framework regarding the Companies Act.

UNIT I

Research: – Definition, Meaning, Importance, Objectives and classification and Significance of Research, Research Process, Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal. – Formulation of Research Problem Research applications in functional areas of Business, Emerging trends in Business research.

Case Study 208.1

Assignment 208.1

UNIT II

Research Design: Qualitative and Quantitative research approaches, Exploratory Research Design, Descriptive Research Designs- Cross-sectional & Longitudinal, Experimental Design & Causal relationships, Independent & Dependent variables

Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.

Case Study 208.2

Assignment 208.2

UNIT III

Sampling design: Census and Sampling Investigation, Sampling Design process, Probability and Non Probability Sampling Techniques, **Scaling & Measurement Techniques**: Concept & Level of Measurement- Nominal, Ordinal, Interval, Ratio, Questionnaire Design, Sampling, sample frame Sampling errors, Non Sampling errors, & its applications, Sample size determination

Case Study 208.3

Assignment 208.3

UNIT IV

Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data

Data Collection: Primary & Secondary Data; Survey Method of Data Collection, Classification of Observation Method; Fieldwork and Data Preparation

Hypothesis: Null Hypothesis & Alternative Hypothesis; Type-I & Type-II Errors; Hypothesis Testing: one tail test and two tail tests, z-test, t-test, F-test and chi square test, ANOVA, Concepts of Multivariate Techniques-Multiple Regression Analysis, Factor Analysis, Cluster Analysis, Discriminant Analysis etc.

Case Study 208.4

Assignment 208.4

UNIT V

Mechanism of Report Writing: Meaning, Types and Research Report layout, Steps in Report Writing, Essentials of a good report, Tabular & Graphical Presentation of Data, Citations, Bibliography and Annexure in Report, Use of Statistical Software to Analysis the Data.

Case Study 208.5

Assignment 208.5

Suggesting Readings:

1. Statistics for Management, Levin & Rubin
2. Business Research Methods, Cooper and Schindler, TMH Publication
3. Business Research Methodology, Srivastava and Rego
4. Marketing Research: An Applied Orientation, by Satyabhushan Dash, Naresh K. Malhotra, Pearson publisher.
5. Business Research Methods: Naval Bajpai, Pearson publisher

Course Outcomes:

1. To understand the fundamentals of research and basic tools & techniques.
2. To analyse and understand the research design and its application in various research project.
3. To acquire adequate knowledge on sampling and its techniques.
4. To acquaint students with various data analysis-and hypothesis testing procedures
5. To demonstrate and apply the concept of statistical analysis and technique of report writing.