

CSIBER

**CHHATRAPATI SHAHU INSTITUTE OF
BUSINESSEDUCATION AND RESEARCH,
KOLHAPUR-MAHARASHTRA, INDIA**

(AN AUTONOMOUS INSTITUTE)

CPE Phase III, NAAC A+



STRUCTURE & SYLLABUS

**Under C.B.C.S. Pattern
With Effect from 2021-22**

MBA Programme

MASTER OF BUSINESS ADMINISTRATION (MBA BFS)

PROGRAMME EDUCATIONAL OBJECTIVES (PEOS):

Programme Educational Objectives are broad statements that describe what students are expected to attain within few years of completing their graduation. Programme Educational Objectives are based on the needs of the students undergoing the programme.

The PEOs of MBA Program at CSIBER are as follows;

PEO 1:

Our graduates will develop themselves as professionals contributing effectively and efficiently by applying theories in management and demonstrating team work, effective communication, analytical and creative thinking skills for problem-solving.

PEO 2:

Our graduates will be equipped with leadership and entrepreneurial abilities to enable them to establish themselves as dynamic and innovative business professionals.

PEO 3:

Our graduates will not only be able to adapt to changes in the global environment but also act as change agents in bringing about holistic and sustainable development in the society.

PEO 4:

Our graduates will have highest regard for Personal & Institutional Integrity, Ethical values and Social Responsibility.

GRADUATE ATTRIBUTES for MBA COURSE

1. Problem solving using domain knowledge and quantitative techniques
2. Well versed with soft skills
3. Deal with contemporary issues (innovation, emerging technology, disruption)
4. Entrepreneurial and Leadership abilities.
5. Inter-cultural competency
6. Cater to needs of holistic and sustainable development
7. Develop the capacity for independent and lifelong learning.
8. Global citizenship

Programme Outcomes (POS):

The programme outcomes of MBA program are as follows;

1. **Conceptual Knowledge:-** Graduates will be able to conceptualize, organize, analyse and resolve complex business problems by using their domain knowledge of management.
2. **Leadership and Innovation Skills:-** Graduates will be able to adopt and adapt the contemporary trends in their domain area as well as innovations, emerging technology and global changes while leading and managing business.
3. **Soft Skills:-** Graduates will practice and perform effective communication skills and softskills under various business situations.
4. **Entrepreneurial Skills:-** Graduates will be able to identify, assess and shape entrepreneurial opportunities and evaluate their potential for starting an enterprise.
5. **Stakeholder Concern:-** Graduates will address ethical, legal and cultural issues of organizationand society by utilizing their conceptual knowledge.
6. **Sustainability:-** Graduates will gain ability to take business decisions keeping in mind theneed for sustainable and holistic development.
7. **Research and Lifelong Learning:-** Graduates will be able to participate in active research work, as well as independent and lifelong learning.
8. **Problem Solving:-** Graduates will possess and use competencies in quantitative and qualitative techniques for problem solving in their respective functional areas.

I. DURATION :

The degree of **MBA** shall be full-time course and its duration shall be of **Two Years**.The course consists of Four Semesters. The examination to be held in the First and Second Semester will be called Part – I (First Year) and the examination to be held in the Third and Fourth Semester will be called Part – II (Second Year).

If a candidate fails to clear all the theory papers and project report within **Six** years of his/her registration, the past performance will stand automatically nullified.

If a candidate discontinues any of the terms (i.e. Semester – I to IV) on any account, he/she will be allowed to complete the incomplete terms in the subsequent years subject to the condition that it is within the stipulated time duration of **Six** years.

In addition to the above, once a student's term (Semester) is granted, he/she shall be allowed to appear and pass in any of the subsequent examinations held, provided the examinations are within the stipulated period of **Six** years.

In case the term (Semester) is not granted the student has to seek fresh admission in the next year and complete the term and pass the examination. This must be done within **Six** years of his/her registration.

Course Completion with Break in Between:

A student who has passed M.B.A. – I and is seeking admission to M.B.A. – II after a long gap (Provided the gap lies within the stipulated duration of **Six** years) should complete the course syllabus which is in existence at the time he is seeking admission for the academic year.

II. ASSESSMENT:

Taking into consideration the UGC and AICTE requirements, C SIBER has adopted –Credit Grade Based Performance Assessment System (CGPA). Each course is of 100 marks and contact hours for each paper is 60. One credit is allotted to 15 contact hours. All courses of 100 marks are considered as Full credit course with 4 credits. Courses of 50 marks are considered as half credit course and have 2 credits.

For the paper of 100 marks. The distribution of the marks will be as follows –

- i) Formative Evaluation i.e. Internal marks - 40 Marks
- ii) Summative Evaluation i.e. Semester-end examination - 60 marks

2. For the paper of 50 marks. The distribution of the marks will be as follows –

- i) Formative Evaluation i.e. Internal marks - 20 Marks
- ii) Summative Evaluation i.e. Semester-end examination - 30 marks

Breakup of Formative Evaluation (internal marks)

Head	Marks Out of 40	Marks Out of 20
Attendance and Class Participation	10	05
Quiz	10	05
Any Two from given alternatives: 1. Case Study 2. Home assignment 3. Mid-term test 4. Viva voce 5. Library-based assignment 6. Book report 7. Scrap Book 8. Lab. Practical 9. Field-based activity 10. Group Discussion 11. Seminar 12. Group Activity	10 + 10	05 + 05
	40	20

Assessment of AEC courses:

AEC courses will be assessed as follows;

- | | | |
|--|---|----------|
| i) Internal Marks i.e. Formative evaluation | - | 20 Marks |
| ii) External Marks i.e. Summative evaluation | - | 30 marks |

Summative evaluation (out of 30) will be done by panel consisting of one internal and one external member on the basis of viva/ presentation. The Formative evaluation done by the faculty be shown to the students and their signature will be obtained.

3. For the report of Project Work done (100 marks) the distribution of the marks will be as follows –
- | | | |
|---|---|----------|
| i) Project Report (given by faculty mentor) | - | 40 Marks |
| ii) Viva Voce (panel of internal and external examiner) | - | 60 Marks |

The assessment of papers will be done by an Internal and External examiner. A difference of more than **20%** in the marks awarded by these examiners would necessitate the valuation of the paper by Third examiner. The **‘nearest’** highest two marks will be considered for determining the average mark of such papers.

4. Once the Student passes in the internal marks (Concurrent evaluation out of 40) and the record is submitted to the examination department, it should be carried forward whenever required and it cannot be improved in any case.

5. Students who fail in the internal marks (Concurrent evaluation out of 40) should reappear for the same, only then the revised marks will be considered for further calculation

Assessment of Lab-Based courses:

1) SEMESTER TWO:

Course name: Advanced Excel

Credits: FOUR

60 marks external- based on practical examination conducted by internal and external faculty.

The practical examination will be of 3 hours duration. The student will be given a choice of six questions of 15 marks each, out of which student will have to solve any four.

40 marks internal evaluation will be as per other 4 credit course in the curriculum.

2) SEMESTER TWO:

Course name: Managerial Decisions using Excel

Credits: TWO

30 marks external- based on practical examination conducted by internal and external faculty. The practical examination will be of 2 hours duration. The student will be given a choice of three questions of 15 marks each, will be asked out of which student can solve any two.

20 marks internal evaluation will be as per other 2 credit course in the curriculum.

III. STANDARD OF PASSING:

1. In order to pass in a paper/head, a candidate will have to obtain 50% in the Formative Evaluation (Internal Credit), 40% marks in theory, and a minimum of 50% of the marks in aggregate in each paper head.
2. To pass the M.B.A. examination, a candidate will have to pass in all Four Semester in Two Parts i.e. Part – I (Semester – I & II) and Part – II (Semester – III & IV)
3. To pass the Project work a candidate must obtain a minimum of 50% of the Project Report and Viva Voce marks. If a candidate fails in the project report and its viva-voce, he/she will have to reappear for the same in the subsequent semester.
4. A candidate from the first year M.B.A. will be eligible to proceed to the Semester III, if he/she is not having more than **5 (Five)** papers backlog of the First Year (that is Semester – I & II).
5. A candidate will be permitted to proceed to the second Semester even though he/she fails in one or more subjects of the first Semester.
6. The students who have a backlog of not more than **five papers** in the First year (Sem. I & II) examination will be eligible to be admitted to the Second year (IIIrd Semester) of M.B.A.
7. A candidate will be permitted to proceed to the Fourth Semester even though he/she fails in one or more subjects in third Semester.
8. Performance Index (SPI) will be as follows:

Grading System:

There shall be numerical marking for each course, which will be placed into credits. Each subject is classified as a major or minor. The major and minor subjects will be given 2 and 1 credits respectively.

a. Full Credit (100 Marks) Course:

Grade Table for Semester Examination			
Marks Obtained	Letter Grade	Grade Point	Description of Performance
96-100	S+	10.0	SUPER
91-95	S	9.0	
86-90	E+	8.5	Exemplary
81-85	E	8.0	
76-80	O+	7.5	Outstanding
71-75	O	7.0	
66-70	A+	6.5	Good
61-65	A	6.0	
56-60	B+	5.5	Average
50-55	B	5.0	
--	X	0.0	Defaulter
--	XX	---	Incomplete

b. Half Credit (50 Marks) Course:

Grade Table for Semester Examination			
Marks Obtained	Letter Grade	Grade Point	Description of Performance
48-50	S+	10.0	SUPER
46-47	S	9.0	
43-45	E+	8.5	Exemplary
41-42	E	8.0	
38-40	O+	7.5	Outstanding
36-37	O	7.0	
33-35	A+	6.5	Good
31-32	A	6.0	
28-30	B+	5.5	Average
25-27	B	5.0	
--	X	0.0	Defaulter
--	XX	---	Incomplete

9. **Final Result:** For the final result of the student Cumulative Performance Index (CPI) based on total earned credits vis-à-vis total earned grade points shall be calculated will be as follows.
 Total earned grade points / Total credits **100**

Result		
CPI	Final Grade	Classification of Final Result.
9.6-10.0	S+	SUPER
9.1-9.5	S	
8.6-9.0	E+	Exemplary
8.1-8.5	E	
7.6-8.0	O+	Outstanding
7.1-7.5	O	
6.6-7.0	A+	Good
6.1-6.5	A	
5.6-6.0	B+	Average
5.0-5.5	B	

Note: An aggregate of **5.0** credit points are required to pass the MBA program.

Grade Table for Semester Examination			
Marks Obtained	Letter Grade	Grade Point	Description of Performance
48-50	S+	10.0	SUPER
46-47	S	9.0	
43-45	E+	8.5	Exemplary
41-42	E	8.0	
38-40	O+	7.5	Outstanding
36-37	O	7.0	
33-35	A+	6.5	Good
31-32	A	6.0	
28-30	B+	5.5	Average
25-27	B	5.0	
--	X	0.0	Defaulter
--	XX	---	Incomplete

IV. CALCULATION OF PERFORMANCE INDICES:

A distinction of the performance of one student from the other student is rather impossible to carry out from the grades obtained by a student in all the courses taken by him in a Semester/year. Hence, the evaluation of various courses is cumulated in two performance indices termed as Semester performance index (SPI) and cumulative performance index (CPI) the explanation of which is given below:

Semester Performance Index (SPI):

The performance of a student in a Semester is indicated by a number called Semester Performance Index (SPI). SPI is the weighted average of all the grade points obtained by him in all the courses registered during the Semester r. If G_i is a grade with numerical equivalent as G_i obtained by a student for the course with credit C_i then, SPI for that Semester is calculated using formula.

$$\text{SPI} = \frac{\sum_1 C_i G_i}{\sum_1 C_i}$$

Where summation is for all the courses registered by a student in that Semester. SPI is calculated to two decimal places and rounded off. SPI once calculated shall be modified. Generally, for the students failed in regular examinations SPI is calculated only after the declaration of re-examination grades.

Cumulative Performance Index (CPI):

An up-to-date assessment of the overall performance of a student from the first Semester till completion of the programme is obtained by calculating an index called as Cumulative Performance Index (CPI). The CPI is weighted average of the grade points obtained in all the courses registered by a student since the first semester of the programme.

$$\text{CPI} = \frac{\sum_1 C_i G_i}{\sum_1 C_i}$$

Besides SPI, CPI is also calculated at the end of every semester upto two decimal places and is rounded off. It is necessary to ensure that one course appears only once in calculation of CPI and the denominator in above equation does not exceed the total number of credits registered by him.

Initially there is certain trepidation in the minds of students and there are some difficulties in understanding the mechanics of this system. Therefore, it was decided that for the first year of implementation, on the mark sheets, both, the marks and the grade points and credits should be shown.

V. GRACE MARKS UNDER DIFFERENT ORDINANCE.

S.O. No. 1:-Grace Marks for Passing in each head of Passing (Theory/Practical/ Oral/ Sectional/External/Internal)

The Examinee shall be given the benefit of grace marks only for passing in each head of Passing (Theory/Practical/Oral/Sectional/ in External Internal examination as follows.

Head of Passing	Grace Marks
Upto -50	2
051-100	3
101-150	4
151-200	5
201-250	6
251-300	7
301-350	8
351-400	9
401 and above.	10

Provided that the benefit of such gracing marks in different heads of passing shall not exceed 1% of the aggregate marks in that examination.

Provided further that the benefit of gracing of marks under this ordinance shall be applicable only if the candidate passes the entire examination of Semester/year.

Provided further that this gracing is concurrent with the rules and guidelines of professional statutory bodies at the all India level such as AICTE and UGC.

S.O. No. 2:- Grace Marks for getting higher Class

A Candidate who passes in all the subjects and heads of passing in the examination without the benefit of either gracing or condonation rules and whose total number of Marks falls short for securing Higher Class or Grade by marks not more than 1% of the aggregate marks of that examination or upto 10 marks, whichever is less, shall be given the required marks to get the next higher class of grade as the case may be.

Provided that benefits of above mentioned grace marks shall not be given, if the candidate fails to secure necessary passing marks in the aggregate head of passing also, if prescribed in the examination concerned.

Provided further that the benefits of above mentioned grace marks shall be given to the candidate for such examination/s only for which provision of award of class has

been prescribed. Provided further that this gracing is concurrent with the rules and guidelines of Professional statutory bodies at the All India level such as AICTE and UGC.

S.O. No. 3 Condonation

If a candidate fails in one or more head of passing, having passed in all other heads of passing, his/her deficiency of marks in such head of passing may be condoned by not more than 1% at the aggregate marks of that examination or 10 marks of the total Number of marks of that of passing in which he/she is failing whichever is less. However condonation, whether in one head of passing or aggregate head of passing be restricted to maximum upto 10 marks only.

Condonation of deficiency of marks be shown in the statement of Marks in the form of asterisk and Ordinance number

Provided further that this gracing is concurrent with the rules and guidelines of Professional statutory bodies at the All India level such as AICTE and UGC.

MBA (BFS) Programme Structure

**Under C.B.C.S. Pattern With
Effect From 2021-22**

MBA-I, Semester – I

Nature of Choice	Subject Code	Subject	Credits	Contact Hours	Int. Marks	Ext. Marks	Total Marks
Core Component (CC)	CC 101	Banking Operations	04	60	40	60	100
	CC 102	Bank Project Management	04	60	40	60	100
	CC 103	Accounting for Business Decision	04	60	40	60	100
	CC 104	Marketing Management	04	60	40	60	100
	CC 105	Business Statistics	04	60	40	60	100
	CC 106	Managerial Economics	04	60	40	60	100
Ability Enhancement Course (AECC)	AECC 101	Professional Communication Skills	02	30	20	30	50
Discipline Specific Elective (DSE)	DSE 101 (Any One)	DSE 101 (A) Service Sector Management DSE 101 (B) Family Business Management DSE 101 (C) IT for Managers	04	60	40	60	100
		Total	30	450	300	450	750

MBA-I Semester-II

Nature of choice	Subject Code	Subject	Credits	Contact Hours	Int. Marks	Ext. Marks	Total Marks
Core Component (CC)	CC 201	Research Methodology	02	30	20	30	50
	CC 202	Legal Aspects of Banking	04	60	40	60	100
	CC 203	Financial Management	04	60	40	60	100
	CC 204	OB and Human Resource Management	04	60	40	60	100
	CC 205	Financial Market and Services	02	30	20	30	50
	CC 206	Retail Banking	04	60	40	60	100
	CC 207	Managerial Decisions using Excel(Lab-Based)	02	30	20	30	50
Ability Enhancement Course (AEC)	AEC201 (Any One)	AEC 201 (A) German AEC 201 (B) Japanese AEC 201 (C) French AEC 201 (D) Selling and Negotiation Skills AEC 201 (G) Digital Marketing AEC 201 (H) Human Values	02	30	20	30	50
Discipline Specific Elective (DSE)	DSE201 (Any One)	DSE 201 (A) Event Management and Public Relations Management DSE 201 (B) Business Communication	04	60	40	60	100
Generic Elective (GE)	GE 201 (Any One)	GE 201 (B) Environment and Development GE 201 (C) Indian Social Problems and Services GE 201 (D) Office Automation GE 201 (E) Principles of Economics	02	30	40	60	100
		Total	30	450	300	450	750

MBA-II Semester – III

Nature of choice	Subject Code	Subject	Credits	Contact Hours	Int. Marks	Ext. Marks	Total Marks	
Core Component (CC)	CC 301	Strategic Management	04	60	40	60	100	
	CC 302	Business Ethics and Corporate Governance	04	60	40	60	100	
	CC 303	Project report and Viva-voce	04	50days + 30	40	60	100	
	CC-Spl-I-304 (Any Two)		CC-Spl-I-304 (A): International Trade And Finance	04	60	40	60	100
			CC-Spl-I-304 (B): Employee Relations And Labour Law	04	60	40	60	100
			CC-Spl-I-304 (C): Buying Behaviour					
CC-Spl-I-304 (D): Agri-Business, Entrepreneurship and Cooperatives								
		CC-Spl-I-304 (E): Logistics and Supply Chain Management						
		CC-Spl-I-304 (F): Knowledge Management and ERP						
	CC 305	Equity Markets CC specialization II	04	60	40	60	100	
	CC 306	Rural Banking and Financial Inclusion	02	30	20	30	50	
	DSE 301	Bank Financial Management DSE Specialisation Paper I	04	60	40	60	100	
Discipline Specific Elective (DSE)	DSE-302 (Any Two)	DSE Specialisation Paper II List of Choice for DSE 302: DSE-Spl-II- 301(A): Direct & Indirect Taxes	04	60	40	60	100	
		DSE-Spl-II-301 (B): Strategic And International Human Resource Management	04	60	40	60	100	
		DSE-Spl-II-301 (C): Marketing Sectors						
		DSE-Spl-II-301 (D): Rural And Agricultural Marketing						
		DSE-Spl-II-301 (E): Purchasing and Inventory Management						
		DSE-Spl-II-301-(F): Information System Control and Audit						

Ability Enhancement course (AEC)	AEC-301	AEC-301-(A): Entrepreneurial skills and Start up AEC-301-(B): Health and Wellness AEC-301-(C): Tourism Management AEC-301-(D): Change Management	02	30	20	30	50
Generic Elective (GE)	GE-301 (Any One)	GE-301-(A) E commerce GE-301-(B) Disaster Management GE-301-(C) Corporate Social Responsibility GE-301 (D) Basics Of Indian Economics	02	30	20	30	50
		Total	34	480	340	510	850

MBA-II Semester – IV

Nature of choice	Subject Code	Subject	Credits	Contact Hours	Int. Marks	Ext. Marks	Total Marks	
Core Component (CC)	CC 401	Currency and Treasury Management	04	60	40	60	100	
	CC 402	Bank Risk Management CC Specialization Paper I	04	60	40	60	100	
	CC-Spl-I-402 (Any Two)	CC Specialization Paper II List Of choices for CC 402: CC-Spl-I-402-(A) Management Accounting And Control System						
		CC-Spl-I-402- (B) Performance and Compensation Management CC-Spl-I-402-(C) Sales and Distribution Management CC-Spl-I-402- (D) Agri-Production And Supply Chain Management CC-Spl-I-402-(E) Project Management CC-Spl-I-402-(F) Software Engineering and IT Project Management	04 04	60 60	40 40	60 60	100 100	
Discipline Specific Elective (DSE)	DSE 401	International Banking and Forex Management DSE Specialization I	04	60	40	60	100	
	DSE 402 (Any Two)	DSE Specialization II List of choices for DSE 402: DSE-Spl-II-401- (A) Investment And Portfolio Management DSE-Spl-II- 401(B) Talent And Human Capital Management DSE-Spl-II-401-(C) Integrated Marketing Communication DSE-Spl-II-401-(D) Agri-Commodity Markets And Agri-Business. DSE-Spl-II-401-(E) Modern Approaches to Quality Management DSE-Spl-II-401-(F) Applied Data Science and Business Analytics using R						
			04 04	60 60	40 40	60 60	100 100	

Ability Enhancement Compulsory course (AECC)	AECC-401	Employability Skills	02	30	20	30	50
		Total	22	330	220	330	550

Component-wise distribution of MBA curriculum 2021-22

Component \ Semester	I	II	III	IV	Total	PERCENTAGE
Core Courses	24	22	22	12	80	68.9 %
Discipline Specific Elective	4	4	8	8	24	20.7 %
Ability Enhancement Compulsory Course	2	-	-	2	4	3.5 %
Ability Enhancement Course	-	2	2	-	4	3.5%
Generic Elective	-	2	2	-	4	3.5 %
Total credits:	30	30	34	22	116	100%

MBA – I
SEMESTER – I

Semester	I	Total Credit	4
Course Code	CC 101	Credit Pattern	L-45, T-6, P-9
Course Title	BANKING OPERATIONS		

Course Objectives	
1	To Study the Basic Regulatory Framework in Which Banks Operate
2	To Examine Organization of Banking Business
3	To Explain Basics of AML/KYC

Course Outcomes	
	The students will be able to learn:
1.	Regulatory Framework of Banking in India
2.	Understanding of various functions in a Bank, BASEL I, II, III
3.	AML/KYC Principles and Practices

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Nature of Banking Business: Socio, Economic and legal environment of banking business in India, Official regulation and control over banks in India: Banking Regulation Act, 1949, Reserve Bank of India Act, 1934, Companies Act, 2013 (As applicable to Banking Companies) etc.	L= 11	
		T= 2	P= 2
2	Forms of Banking: Branch Banking, Unit Banking, Group Banking, Chain Banking, Correspondent Banking. Process of Bank Management: Organizational Structure of Commercial Banks in India Department set up of head office, Zonal Office, Regional office and Branch offices, Various Functions/Departments in a bank- Organisation and Methods(O&M), Legal, Credit, HR, Planning, Recovery, Monitoring Treasury, Planning, Accounts, Audit, Vigilence, Administration/Facilities Delegation of authority in banks,	L= 12	
		T=1	P=2
3	Management in Banks: Profitability and Productivity in banks, Management of large sized branches and rural branches, Management of assets and liabilities in banks, Internal control and Performance budgeting system – Management Information system, Income Recognition and asset classification norms Introduction to BASEL I, II and III	L= 11	
		T= 1	P= 3
4	AML/KYC Meaning of KYC, KYC Requirements for Individuals, Firms, Companies, Others; Customer Due Diligence and Enhanced Due Diligence, Regulatory Framework: AML (Anti Money Laundering), FATF (Financial Action Task Force), FIU-Ind (Financial Intelligence Unit- India), The concept of Money Laundering, Steps in Money Laundering, Initiation, Layering, Integration, Reporting Requirements of RBI- Cash Transaction Report (CTR), Suspicious Transaction Report (STR)	L=11	
		T= 2	P= 2

Learning Resources		
1	Text Books	<ul style="list-style-type: none"> • Principles and Practice of Banking, IIBF • Legal Aspects of Banking, IIBF • Anti-Money Laundering & Know Your Customer, Macmillan Education
2.	Reference Books	<ul style="list-style-type: none"> • Vasudevan, T.M.C., 2007, Cooperative Banking Operations, Macmillan India Ltd., Delhi. • Indian Institute of Banking & Finance, Mumbai, 2006, , Principles and Practice of Banking, Accounting and Finance for Bankers, Legal Aspects of Banking Operations, Macmillan India Ltd., Delhi. • Zacharias, K.D., 2005, Legal Aspects of Banking Operations, Macmillan India Ltd. • Reserve Bank of India, 2002, Taxmann Reserve Bank of India's Instructions for Banks & Banking Operations, Taxmann Allied Service Pvt. Ltd., New Delhi.
3.	Websites	<ul style="list-style-type: none"> • www.rbi.org.in • www.iibf.org.in • www.bis.org/bcbs/
4.	Journals	<ul style="list-style-type: none"> • Finance India, the quarterly journal of Indian Institute of Finance • Bank Quest- IIBF • Journal of Banking and Financial Technology – IDRBT
5.	Supplementary Reading	<ul style="list-style-type: none"> • Financial Newspapers, Magazines on Current Affairs
6.	Practical Component	<ol style="list-style-type: none"> 1. Examine Various Publicly Available Forms of a Bank such as Account Opening Form or Loan Application Forms; Explain the purpose of various fields therein; Suggest a few fields in the chosen form for adding therein. 2. Prepare / Study the organization chart of a nationalized bank and depict the same 3. Obtain the list of high risk categories of customers from a Mid Size Bank.

Semester	I	Total Credit	4
Course Code	CC 102	Credit Pattern	L-45, T-6, P-9
Course Title	BANK PROJECT MANAGEMENT		
Course Outcomes			
	The students will able to learn:		
1.	Explain the Regulatory Framework in the Indian Banking system.		
2.	Analyze the Project Report Preparation and Evaluation, Capital Budgeting Techniques.		
3.	Understand the concepts of Loan Monitoring and NPAs and its impact, Credit Rating Agencies		
4.	Develop necessary competencies expected of a banking professional.		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction to Banking Business; KYC norms, AML, Non-banking financial intermediaries; Types of advances and deposits in a bank. New Dimensions and Products. - Credit, Debit and Smart Cards, and e-Banking Structure of the Indian Banking System: a. Commercial Banks – Public and Private Sector and Foreign Banks. Cooperative Banks b. Understanding the Annual Report and Balance Sheet of a Bank	L= 11	
		T= 2	P= 2
2	Project Finance: Project Identification and Feasibility Report - Industry Classification, Industrial Policy, Regulatory Framework, Selection of Project, Feasibility Report - Meaning and Scope, Project feasibilities-Market, Technical, Management, Economic. Project Evaluation (Capital Budgeting Techniques): Evaluation under certainty - Net Present Value (Problems - Case Study), Benefit Cost Ratio, Internal Rate of Return, Payback Period, Average Rate of Return – Evaluation under uncertainty – Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Social or National profitability.	L= 12	
		T=1	P=2
3	Tools in the Hand of a Credit Officer: Cost of Project, Sources of Finance, Financial Projections - Cash Flow and Profitability, Working Capital Estimation, Use of Capital Budgeting Techniques - Financial Analysis - Liquidity Ratios. Current Ratio, Debt Equity Research, Fixed Assets Coverage Ratio, Debt Service Coverage Ratio Etc., Break Even Point Analysis, Leverage Analysis Capital Structure Sources of Finance (Choices of Securities), Equity & Debentures, Factors Affecting Various Sources Of finance - Cost of Capital, Control, Liquidity, Availability, Promoters Contribution, Security Margin, Debt Service Coverage Ratio Preparation of Detailed Project Report	L= 11	
		T= 1	P= 3

4	Basics of Monitoring for Banking Operations : Advances- Process and documentation of Bank Lending, Concept of Charge, Types of Charge, NPA (IRAC- Income Recognition and Asset Classification Norms), Provisioning Requirements Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context	L=11	
		T= 2	P= 2

Learning Resources		
1.	Text Books	<ol style="list-style-type: none"> 1. Credit Appraisal, Risk Analysis and Decision Making, D D Mukherjee, SnowWhite 2. Basics of Banking and Finance, Dr.K.Bhattacharya ,O.P.Agarwal 3. Principles & Practices of Banking, Indian Institute of Banking and Finance 4. Banking Theory & Practices, KC Shekhar,Lekshmy Shekhar
2.	Reference Books	<ol style="list-style-type: none"> 1. Panneerselvam & Senthilkumar, Project Management, PHI, Delhi, 2009 2. Kamaraju Ramakrishna,Essentials of Project Management, PHI, Delhi, 2010 3. ArunKanda ,Project Management, PHI, Delhi, 2011 4. M.Y.Khan, Indian Financial System, Tata McGraw Hill 5. K.Nagarajan, Project Management, New Age International Publications 6. Prasanna Chandra Financial Management, TMGH
3.	Websites	<ol style="list-style-type: none"> 1. odishavet.com/dairy-farming-project-report/dairy-farm-project-10- cows/ 2. www.nabard.org 3. https://udyamimitra.in/ProjectProfiles 4. Loan Schemes of various banks as available on their websites.
4.	Journals	<ol style="list-style-type: none"> 1. The Journal of Structured Finance
5.	Supplementary Reading	<ol style="list-style-type: none"> 1. Financial Newspapers 2. Financial Magazines
6.	Practical Component	<ol style="list-style-type: none"> 1. Preparation of Cost of Project 2. Preparation of Profitability Projections 3. Preparation of Cash Flow Projections 4. Preparation of CMA 5. Preparation of Detailed Project Report

Semester	I	Total Credit	4
Course Code	CC 103	Credit Pattern	L-45, T-8, P-7
Course Title	ACCOUNTING FOR BUSINESS DECISIONS		
Course Outcomes: The students will able to			
1.	Apply basic accounting principles and concepts for preparation of financial statements		
2.	Asses funds from operation with the help of funds flow statement		
3.	Evaluate the financial position by preparing the financial statement as per Schedule-III		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction to Accounting: (15) Accounting as an information system, concepts, convention and principles of Accounting, Types of Business Organizations, Legal Regulatory And Tax Framework., Role of accountant in an organization, Accounting Process. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships, Introduction of Accounting Standards.	L= 11	
		T= 2	P=2
2	Financial Statement Analysis: (15) Preparation and Understanding of Financial Statements, Exposure to format of schedule III of Public Limited, Introduction of IFRS & Introduction of Tally Software Package in Accounting – Creating Companies, journal entries and ledger accounts.	L= 12	
		T= 2	P= 1
3	Fund Flow and Cash Flow Statement: (15) Preparation of Funds Flow Statement and its analysis and Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis. (As per AS-3).	L= 11	
		T= 2	P= 2
4	Introduction to Cost Accounting & Techniques: (15) Introduction to Cost Accounting, Elements of Cost and Cost Sheet, Use and Importance of Standard Costing, Including Variance Analysis – Materials and Labour Variances. Cost Control Techniques.	L=11	
		T= 2	P= 2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1.	Text Books	1. S N Maheshwari “Introduction to Accountancy” S Chand Publication 2. Prof. V.A. Patil, Dr. P. M. Herekar, “Financial Accounting” Ajab Publication 3. S. C. Gupta, “Advanced Accounts” S Chand Publication. 4. M. G.Patkar, “Book Keeping & Accountancy” 5. G Sekar & B Sarvana Prasath, “CA Inter Padhuka Ready Referencer on Accounting”, Padhuka’s Publication
2.	Reference Books	1. Accountants' Guidebook: A Financial and Managerial Accounting Reference 2. Jae K. Shim, Joel G. Siegel, Nick Dauber CPA, Anique Qureshi; “Accounting handbook” 3. “A Dictionary of Accounting” Oxford Quick Reference Publication
3.	Websites	<u>The Institute of Chartered Accountants of India</u> : www.icai.org <u>The Institute of Company Secretaries of India</u> : www.icsi.edu
4.	Journals	<ul style="list-style-type: none"> • The Chartered Accountant Journal. • The Chartered Secretary Journal. • The Management Accountant Journal, Printer & Publisher, CMA Kaushik Banerjee, and Editor: CMA Dr Debaprosanna Nandy, ISSN: 09723528. • ICSI Journals • Finance India • Journal of Accounting & Finance
5.	Supplementary Reading	<ul style="list-style-type: none"> • Financial Express • Economics Times • Business Standard
6.	Practical Component	<ul style="list-style-type: none"> • Practical Problems on Schedule III • Practical Problems on Fund Flow and Cash Flow Statements • Practical Problems on Cost Sheet • Practical Problems on Standard Costing and Variance Analysis • Financial statement analysis using Prowess-IQ • Companies Financial Reports & Corporate case studies.

Semester	I	Total Credit	4
Course Code	CC 104	Credit Pattern	L-45, T-8, P-7
Course Title	MARKETING MANAGEMENT		
Course Objectives:			

1	To create an awareness about fundamentals of marketing
2	To cover the basic concepts of marketing and develop conceptual abilities and substantive knowledge in marketing through a variety of real-life marketing situations.
3	To understand the use of marketing mix in marketing decision making
Course Outcomes: Students will be able to;	
1.	Discuss conceptual knowledge of Marketing
2.	Analyse marketing situations
3.	Devise Market segmentation strategies for product and services.
4.	Develop 4Ps of Marketing for Product and Services.

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction to Marketing & Demand Measurement Definition – Importance and Scope – Core-concepts of Marketing – Company Orientation Towards Market place - Scanning the Marketing Environment Macro – Demographic, Economic, Social – Cultural – Political – Legal- Technology- Natural and Micro environment. Concept of Market Demand and Demand Measurement, Definition, Need & Benefits	L= 11	
		T= 2	P= 2
2	Market Segmentation & Product Mix Bases for market Segmentation, Segmentation of Consumer goods, Industrial goods and services. Effective segmentation criteria, Evaluating & Selecting Target Markets, differentiation, Positioning. Consumer and Business buying process. Concept of Product, Classification- Levels of Product– Product Life Cycle – New Product Development -Branding, Packaging and Labeling,	L= 12	
		T= 2	P= 1
3	Price, Place & Promotional Mix Importance of pricing, Pricing Objectives, Price Determination Procedure – Methods of Pricing. Importance, Functions of Distribution channels - Introduction to the various Channels of Distribution – Channel Management Decision. - Advertising, Sales Promotion, Publicity and Personal Selling, Impact of Technology & Internet on Promotion.	L= 11	
		T= 2	P= 2
4	Marketing Planning & Control Nature, Scope and Contents Of Marketing Plan - Process of planning Concept – Importance- Techniques of control- Annual Plan Control – Profitability Control – Efficiency Control – Strategic Control	L=11	
		T= 2	P= 2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text Books	<ol style="list-style-type: none"> 1. Kotler Philip, “Marketing Management 17th Edition 2015”, Prentice Hall of India, New Delhi. 2. Saxena Rajan, “Marketing Management 2nd Edition 2002”, Tata McGraw Hill, New Delhi

2	Reference books	<ol style="list-style-type: none"> 1. Station W.J. Etzel M.J., “Fundamentals of Marketing – 10th Edition 1994” , Mc Graw Walker B.J., Hill International Editions. 2. Srinivasan R., “Case Studies in Marketing”, Prentice Hall, New Delhi, 2000 3. Kaushal H., “Case Study Solutions in Marketing”, McMillan India 2001 4. V.S.Ramaswamy and S.Namakumari -Marketing Management –Macmilan Business Books 5. Arunkumar, M Meenakshi- Marketing Management-Vikas Publication 6. Walkar, Boyd, Mullins And Larreche. "Marketing Strategy. A Decision Forced Approach", Tata Mcgraw Hill 4th Edition.
3	Websites	<p>https://www.ama.org/ https://www.academyofindianmarketing.org/ (Academy of Indian Marketing (AIM) Management Institutions) https://www.ima-india.com/ (https://www.ima-india.com/) https://www.mrsi.co.in (Market Research Society Of India: MRSI) www.rmai.in/ (Rural Marketing Association of India: RMAI)</p>
4	Journals	<p>Indian journal of marketing Journal of digital marketing Journal of Marketing: SAGE Journals</p>
5	Supplementary Reading	<p>Economics Times, Brand Equity Business Standard, The Strategist.</p>
6	Practical Component	<ol style="list-style-type: none"> 1. Student will select any product of their choice and prepare a poster presentation on core concept of Marketing applicable for the product. 2. Student will select any industry of their choice, identify the major companies operating in industry and compare the segmentation strategy used by companies. 3. Group Activity: Students will develop a conceptual new product, identify the target market for the product and develop a marketing plan for the product. 4. Group Activity: Students will prepare an advertisement to promote the conceptual product developed to the target customer.

Semester	I	Total Credit	4
Course Code	CC 105	Credit Pattern	L-45, T-8, P-7
Course Title	BUSINESS STATISTICS		
Course Outcomes: Students will be able to			
1	Provide solution to management decision problems.		
2	Analyze company/organization data for taking decisions.		
3	Interpret the relevance of statistical findings for business problem solving and decision making.		
4	Evaluate the data collected for management decision and provide inference towards it.		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	<p>Measures of Central Tendency: Introduction, Objectives of statistical average, Requisites of a Good Average, Statistical Averages - Arithmetic Mean - Properties of arithmetic mean - Merits and demerits of arithmetic mean, Median - Merits and demerits of median, Mode - Merits and demerits of mode,</p> <p>Measures of Dispersion: Appropriate Situations for the Use of Various Averages, Positional Averages, Dispersion – Range - Quartile deviations, Mean deviation, Standard Deviation -Properties of standard deviation, Coefficient of Variation.</p>	L= 11	
		T= 2	P= 2
2	<p>Simple Correlation: Introduction , Correlation - Causation and Correlation - Types of Correlation -Measures of Correlation - Scatter diagram - Karl Pearson’s correlation coefficient - Properties of Karl Pearson’s correlation coefficient, Spearman’s Rank Correlation Coefficient</p> <p>Regression: Regression analysis - Regression lines - Regression coefficient,</p> <p>Permutation & Combination: Principles of counting, Permutations of n dissimilar objects taken r at a time (with and without repetitions), Properties, Combination of n objects taken r at a time, Properties, examples on Permutations and Combinations.</p>	L= 12	
		T= 2	P= 1
3	<p>Probability: Random experiment, sample space and classification of sample spaces, Classical definition of probability, Properties, Conditional probability, Multiplication law of probability, Baye’s theorem, Independence of events, Examples.</p> <p>Probability Distribution: Random variable, Probability mass function, Cumulative distribution function, Mathematical expectation, Variance, Definition and properties of Binomial, Poisson distribution-examples, Probability density function, Definition and properties of Normal distributions. Examples.</p>	L= 11	
		T= 2	P= 2
4	<p>Testing of Hypothesis: Introduction, Simple & Composite, Null & Alternate Hypothesis, Type I and Type II Error, Level of Significance, One Tail & Two Tail, General Procedure of Testing of Hypothesis, Parametric Test, Large Sample Z Test for – Population Mean, Difference of Population Means, Small Sample t Test for – Population Mean, Difference of Population Means, Non-Parametric – Chi Square Test of Independence</p>	L=11	
		T= 2	P= 2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text Books	<ol style="list-style-type: none">1. S C Gupta, Fundamentals of Statistics2. S C Gupta, Business Statistics3. C R Kothari, Research Methodology – Methods Techniques
2	Reference books	<ol style="list-style-type: none">1. N D Vohra, Business Statistics, Tata McGraw Hill2. G C Beri, Business Statistics, Tata McGraw Hill3. Devid M Levine etc, Business Statistics – A First Course, Pearson Publication.4. Glyn Davis & Branko Pecar, Business Statistics Using Excel, Oxford University Press.5. Albright, Winston, Zappe, Decision Making Using Microsoft Excel, Cengage Learning.
3	Journals	<ol style="list-style-type: none">1. International Journal of Statistics & Management Systems2. Calcutta Statistical Association Bulletin3. Vikalpa: The Journal for Decision Makers
4	Websites	<ol style="list-style-type: none">1. www.stattrek.com2. www.statisticsbyjim.com3. www.pinkmonkey.com/studyguides/subjects/stats/contents.asp
5	Supplementary Reading	Glyn Davis & Branko Pecar, Business Statistics Using Excel, Oxford University Press.
6	Practical Component	<ol style="list-style-type: none">1. Analyzing collected raw data or online available data.2. Finding relations among two or more variables and fitting regression equation to predict value of dependent variables.

Semester	I	Total Credit	4
Course Code	CC 106	Credit Pattern	L-44, T-8, P-8
Course Title	MANAGERIAL ECONOMICS		
Course Outcomes: Students will be able to			
1	Describe micro and macroeconomic concepts of business importance		
2	Analyze Economic Variables which influence managerial decision making process		
3	Asses micro and macro-economic environment of business decision process		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Managerial Economics and Demand Analysis Basic Economic Concepts, Nature And Scope Of Managerial Economics, Objectives Of The Firm And Constraints, Business Decision-Making Model, Tools Of Economic Analysis, Introduction to Consumer Behavior and Utility measurement, Demand Analysis- Meaning, Types And Determinants Of Demand, Demand Function And Law Of Demand, Elasticities And Their Utilities In Managerial Decisions, Demand Forecasting- Meaning, Purpose And Methods, Law of Diminishing Marginal Utility, Basics of Ordinal Utility approach.	L= 11	
		T= 2	P= 2
2	Production & Cost Analysis for Business Decisions Production Analysis- Production Schedules, Production Functions-Short Run And Long Run, Returns To Scale Approach, Marginal Productivity Of Inputs, Optimal Input Combination. Cost Concepts, Cost Function, Cost-Output Relationship, Short Run And Long Run Analysis	L= 12	
		T= 2	P= 1
3	Market Structure and Pricing Concepts Introduction to Market Competition and its Nature, Perfect Competition, Monopolistic Competition, Monopoly and Oligopoly etc, Price and Output Determination in different Markets, Pricing practices: Cost plus pricing, incremental pricing, multiple product pricing, product line pricing, specific pricing problems	L= 11	
		T= 2	P= 2
4	National Income and Macro-Economic Policies Introduction to National income, Basic Concepts, Estimation of NI and Difficulties, Circular Flow Of Aggregate Income and Expenditure, NI as a Measure of Economic Development In Comparison with other Indicators. Role and function of Money Market: Composition and instruments. RBI role and functions. Capital Markets: Role and functions, Regulatory role of SEBI. Objectives and Instruments of Monetary And Fiscal Policies, Recent Issues In Monetary And Fiscal Policies	L=11	
		T= 2	P= 2

Note:

1. Case studies on each of the aspects mentioned in the syllabus need to be discussed
2. Necessary Audio and Video case studies must be shown in the class.

Learning Resources		
1	Text Books	<ol style="list-style-type: none"> 1. D.N. Dwivedi , Managerial Economics, Vikas Publication House, New Delhi 2. Dominick Salvatore, Managerial Economics, Mcgraw Hill Inc, New York, (2000) 3. Deviga Vengedasalam, Karunakaran Madhavan Principles of Economics (Third Edition) Oxford University Press, 2014 4. Mithani D M (2016) Managerial Economics : Theory And Applications, Himalaya Publishing House
2	Reference books	<ol style="list-style-type: none"> 1. Paul Samuelson, Economics, Mcgraw Hill Inc, New Delhi, (2000) 2. Peterson & Lewis, Managerial Economics, Prentice Hall India Ltd, New Delhi, (2001). 3. H.L. Ahuja, 2004, Modern Micro Economics Theory and Practices, Ed.12, S.Chand, New Delhi. 4. Timothy C.G. Fisher, David Prentice and Rober Waschik, Managerial Economics - A Strategic Approach, Routledge, 2010.
3	Websites	<p>https://www.rbi.org.in/home.aspx http://finmin.nic.in/ http://nptel.ac.in/courses/110101005/3 http://indiabudget.nic.in/budget.asp https://www.cmie.com/ Economic and Political Weekly</p>
4	Journals	<p>Journal of Applied Economics Indian-Economic-Journal International Journal of the Economics of Business Journal-of Indian-School-of-Political-Economy Agricultural-Economic-Research-Review</p>
5	Supplementary Reading	<p>Economics Times Daily Business Standard Daily Business Today Daily Latest Monetary Policy Report Latest Fiscal Policy Report</p>
6	Practical Component	<ol style="list-style-type: none"> 1. Visit to medium scale vendor at your near point. Collect data on a specific product sales and price. Estimate its elasticity 2. Meet a manufacturer and collect data on production inputs and prepare his short term and long term returns conditions. 3. List out the business as per market structure characteristics. Collect information on their product base 4. Collect data on national income from national income statistics and apply three methods of national income estimation and measure the trends in national income.

Semester	I	Total Credit	2
Course Code	AECC-101	Credit Pattern	L-26, T-4
Course Title	Professional Communication Skills		
Course Objectives			
1	To familiarize learners with the mechanics of communication.		
2	To develop students written expression of thought and build connections between content areas		
3	To develop students oral communication skills by a variety of communication activities, from informal discussion to formal presentation		
Unit Number	Contents		
1	Effective Business Communication: (15) <input type="checkbox"/> Meaning & Definition, Role of communication in today’s business Basic Grammar and how to use in English Communication Personal Introductions, Facing Audience Verbal and Non-Verbal Communication <input type="checkbox"/> Effective communication in Formal and Informal Environment <input type="checkbox"/> Barriers to communication <input type="checkbox"/> Measures to overcome barriers to communication Understand and use JoHari Window for self-development <input type="checkbox"/> Non-verbal communication: Nonverbal Cues, Kinesics, Haptic and Proxemics Body language, Facial Expressions How to carry yourself professionally (grooming and dining etiquettes) <input type="checkbox"/> Public Speaking		
2	Communication Technology: (15) <input type="checkbox"/> Social Media Communication <input type="checkbox"/> Email Writing & Professional Writing <input type="checkbox"/> Presentations Skills <input type="checkbox"/> Group Discussion <input type="checkbox"/> Critical Thinking		
Practical Components:			
1. To be well in Verbal and Non- verbal communication 2. Make students enact and analyze the non-verbal cues 3. Each student to give presentation of 15 minutes (this can be spread throughout the semester) and to be evaluated by the faculty 4. Each Student will give 10 minutes speech on given topic that will be evaluated by the Faculty			
Learning Resources			
1	Recommended Books	1. 1 Business Communication – Lesikar, Flatley, Rentz&Pande, 11/e, TMH, 2010 2. How to win Friends and Influence People by Dale Carnegie 3. Skill with People by Les Giblin 4. The Power of Communication: Skills to Build Trust, Inspire Loyalty, and Lead Effectively, by Helio Fred Garcia, 2012	
2	Reference Books	1. Business Communication - Sehgal M. K &Khetrapal V, Excel BOOKS. 2.. Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.	

Semester	I	Total Credit	4
Course Code	DSE 101(A)	Credit Pattern	L-45, T-8, P-7
Course Title	SERVICE SECTOR MANAGEMENT		
Course Objectives:			
1.	To understand the key elements in various Services Sector Management.		
2.	To know efficient and productive Management of Services Sector.		
3.	To Review Challenges For Service Sector Management.		
Course Outcome: The students will be able to			
1	Describe the concepts of service sector management		
2	Apply different theories and Concepts of Service Sector management		
3	Assess Challenges and Opportunities of Service Sector Management.		
Unit Number	Contents		
1	Introduction To Services Management : Stages of Development of Service Management, Reasons for growth of service sector, Different approaches for management of services, Nature , Scope and Importance of service management , Classification of services, Services marketing mix., Myths about of services management.		
2	Application of 7 P's of Services Management– Selected Industries : Management of Financial Services (Bank, Insurance) ,Management of Professional services ,(Consultancy, healthcare,) Management of Media Services (Advertising , Print media) Tourism and Travel Services Management (Hotel Tourism and Transportation industry) Personal Care services management, management of education services.		
3	Challenges For Services Management: Service Quality , Dimensions of Service Quality , Measuring service Quality , Service Gap Model , Principles of Service Quality, Importance of Service Quality Management, Benefits of Service Quality Initiative, Problems of Service Quality Control Globalization of Services Management : Challenges to Global services management, Prospects for Global services management.		
4	Strategic Services Management : Various strategic approaches to services management, PESTLE and strategic services management, SWOT Analysis for Service organization Government and private sector initiatives in creating , developing and promoting services management.		

Note:

1. Case studies/ field visits on each of the aspects mentioned in the syllabus need to be discussed.
2. Videos cassettes, CDS and documentary films exhibited.

Learning Resources

1	Reference books	<ol style="list-style-type: none">1. Christopher H Lovelock, Services Marketing , Third edition.US:Prentice Hall International, 19962. Valarie Zeithaml Mary Jo Bitner Services Marketing: Integrating Customer Focus Across The Firm. Third edition, New Delhi: Tata Mcgraw Hill 2003.3. Patankar V. Sanjay, Services Management. Delhi Himalaya Publishing House 1999.4. S.M.Jha Services Marketing , Sixth edition New Delhi: Himalaya Publishing House 20035. Balchandran.S., Customer Driven Services Management. New Delhi : Response Books,1999.
2	E- Libraries	<ol style="list-style-type: none">1. <u>INFLIBNET</u>http://nlist.inflibnet.ac.in2. <u>J-GATE</u>http://jgateplus.com3. <u>EBSCO</u>http://search.ebscohost.com Library online Opac Address: http://192.168.1.111:8080/opac *For INFLIBNET individual usernames and passwords are already given. Use the same

Semester	I	Total Credit	4
Course Code	DSE 101 (B)	Credit Pattern	L-45, T-8, P-7
Course Title	FAMILY BUSINESS MANAGEMENT		
Course Objectives-			
1	To understand family business concept and its dynamics		
2	To understand the family governance issues and succession planning in family business.		
3	To understand challenges and issues involved in Family Business.		
Course Outcomes: Students will be able to;			
1.	Describe the Concepts of Family Business Management.		
2.	Apply appropriate family business strategies in family firms.		
3.	Analyze issues involved in the family businesses.		
4.	Evaluate the factors affecting Family Business Growth.		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction of family business -Family Business, various types of family businesses, Uniqueness of Family Business, advantages of family businesses, Building businesses to last. Forms of organization, Continuing entrepreneurship to the next generation, issues involved in creating room at the top, Issues and challenges in family business, factors affecting family business.	L= 11	
		T= 2	P= 2
2	Family business management and Family Business Governance system: Responsibilities and Rights of the Family Shareholders in the family business, Building Family Values, family structure and composition, family communication style and role of every member. Gender and family business, Management of Human capital and financial capital. Family Business Governance system and its importance, role of Non-family members in the family businesses	L= 12	
		T= 2	P= 1
3	Planning strategy for family businesses: Parallel Planning Process, Small Vs. large family businesses, Role of professional management and family members in strategy development. Family reunion strategies, improving family business performance. Succession planning in family businesses-Qualities to be seen in successor, Valuation of the business, Conflict management and transition in family business.	L= 11	
		T= 2	P= 2
4	Lessons learned from family businesses in India. Case studies of three family businesses along with the family history. Analysis of success and non-success factors. Drawbacks of family business and How to save family business from break up. Using break up for growth.	L=11	
		T= 2	P= 2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class.

Learning Resources		
1	Text Books	<ol style="list-style-type: none"> 1. Family Business Management- Dr. Mukesh Bhatia-Regal Publication 2. Family Business-Ernesto J. Poza -Cengage Learning
2	Reference books	<ol style="list-style-type: none"> 1. Family Business in India: Dutta, Sudipt (1997) Response books, New Delhi 2. Business Legends, Gita Piramal, Viking New Delhi. 3. Strategic Planning for the Family Business-Randel S. Carlock and John L. Ward 4. Family Business -The essentials-Peter Leach 5. Indian Family business Mantras: by <u>Peter Leach</u> and Tatwamasi Dixit, Rupa Publications, New Delhi 6. Entrepreneurship and Small Business Enterprises: Poornima Charantimath Pearson Education 7. Entrepreneurial Development Dr. S.S.Khanka S.Chand 8. Strategic Alternatives for Family Business Houses By Srinivas Shirur Deep and Deep Publications, 01-Jan-2005 - Family corporations - 214 pages
3	Websites	<ol style="list-style-type: none"> 1. www.isb.edu 2. www.ijssrm.in/v2-i8/17%20ijssrm.pdf 3. http://www.untag-smd.ac.id/files/Perpustakaan_Digital_1/FAMILY%20BUSINESS%20Handbook%20of%20Research%20on%20Family%20business.pdf
4	Journals	<ol style="list-style-type: none"> 1. Business Today 2. FIIB Business Review (New Sub.) 3. Global Business Review (New Sub.) 4. Journal of Family Business Strategy 5. Family Business Review (FBR)
5	Supplementary Reading	<ol style="list-style-type: none"> 1. Indian Family Businesses: their survival beyond three generations, working paper Indian School of Business, Hydrabad. 2. The Economic Times 3. Business Standard
6	Practical Component	<ol style="list-style-type: none"> 1. Library assignment on identifying 3 family businesses with female successor and write detail about those lady successors. 2. Find out challenges faced by family business in India. 3. Case study discussion of three family businesses in India. 4. Group Activity –Study one family business nearby Kolhapur or within Kolhapur by actual visit ,take interview by discussion method and prepare report which includes about the business, family history, family genogram, family governance system ,family value system, and success factors of that business etc.

Semester	I	Total Credit	4
Course Code	DSE 101 (C)	Credit Pattern	L-45, T-8, P-7
Course Title	IT FOR MANAGERS		
Course Objectives			
1	To develop students' discipline to manage I.T resources in accordance with business needs		
2	To make use of database management system using SQL		
3	To develop the Skill for preparing an effective presentation		
4	To understand all aspects of E-Commerce		
Course Outcomes: Students will be able to;			
1	Analyze industry data using MS-Excel		
2	Develop an effective presentation using embedded software		
3	Determine enterprise IT architecture for different domain areas.		
4	Design conceptual models of a database using ER for real-life applications and also construct queries in Relational Algebra		
Unit Number	Contents	Number of Sessions	
1	Elements of Modern GUI, Information systems In HR, IT In Marketing, IT In Finance, I.T . Infrastructure, Storage Management, Security Management, Detection of computer frauds, Business Automation, I.S. Choices, MS-Word for Business Analysis. Basic Database Concept	L= 11	
		T= 2	P= 2
2	Using Visual Aids In Business – Factors To Be Considered Before Creating A Presentation, visual media, Designing, setting up the room, advance delivery techniques, Question and answering techniques, Organizing and creating visuals, Personal appearance in Presentation, Creating Effective Presentations With PowerPoint Introduction To Oracle, Introduction To SQL, Oracle Data Type	L= 12	
		T= 2	P= 1
3	Relational Database Model, Characteristics Of RDBMS, Role, And Responsibilities Of DBA, Creating A Table, Updating A Contents Of A Table, Select Command, Range Searching, Pattern Matching, Modifying The Structure Of The Table, Deleting A Table, Grouping Data From A Table – Group By, Having Clause, Sorting Data In A Table – Order By Clause Computer Network, Network Topologies, e-Commerce– Introduction, Advantages of e-Commerce, Types of e-commerce, e-Governance	L= 11	
		T= 2	P= 2
4	Data Analysis And Business Module Through Excel – Using Excel Efficiency, Formatting Work Sheet, Naming Cells and Range, Advanced conditional Formatting, Data visualization using Sparklines and Excel Charts, Formula Functions and relative and absolute addressing, SUMIF, COUNT, COUNTIF, COUNTBLANK Functions, Amortization Tables, Basic Data Analysis – Sorting, Summarizing, Filtering, Validating Data, Subtotal	L=11	
		T= 2	P= 2

Note:

1. Students Will Have To Complete All Practical Assignments Based On Business Applications.
2. Students will have to complete all tutorials, assignments, and lab sessions for internal credits.

Learning Resources		
1	Text Books	<ol style="list-style-type: none"> 1. Fundamentals of Computers – V. Rajaraman 2. Fundamentals of Computers – P.K Sinha 3. Database Management System – Silberchaltz 4. SQL In 21 Days. – BPB Publication 5. Excel 2007 Step by Step – Microsoft Press PHI
2	Reference books	<ol style="list-style-type: none"> 1. Microsoft office 2007 - Schwartz 2. Information Technology for Management – Muthukumern – Oxford 3. SQL/ PL SQL Programming With Oracle – Ivan Bayross 4. Teach Yourself SQL – Schaum 5. SQL The Complete Reference – Groft Weinberg
3	Website	<ol style="list-style-type: none"> 1. www.udemy.com 2. www.skillyouneed.com 3. www.forbase.com 4. https://nptel.ac.in/courses/106105175/6
4	Journals	<ol style="list-style-type: none"> 1. IUP Journal of Management Research 2. Express Computer 3. International Journal of Computer Science & Information Technology 4. Education World 5. Asian Journal of Management Cases (New Sub.)
5	Supplementary Reading	<ol style="list-style-type: none"> 1. Current affairs from newspapers (economic times, Times of India, and newsletters) 2. Beyond the MBA – Sameer Kamat
6	Practical Component	<p>Field Visit to Industries to learn about office automation in industries.</p> <p>Hands-on experience through practical based on Ms-Excel, Word, and PowerPoint Seminar and presentation on a given topic</p>

MBA – I
SEMESTER – II

Semester	II	Total Credit	2
Course Code	CC 201	Credit Pattern	22L+8TP
Course Title	RESEARCH METHODOLOGY		
Course Objectives			
1	To expose the students to various methods of research and enable them to understand the importance of research in management decision-making process.		
2	To Equip students with knowledge needed to Interpret The Research Findings.		
Course Outcomes: Students will be able to;			
Explain fundamental concepts of research methodology			
Develop Research Report			

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction to Research & Research Design Meaning, objectives & Motivation in research. Use of research in functional areas of Management. Types of research – Research process, relevance & scope of research in management. Research Design- Features of good Design, Types of Research Design, Sampling Design- Census vs. Sample, Characteristics of good sampling Design. Different types of sample Design. Measurement & scaling techniques- Errors in measurement. Test of sound measurement, scaling & Scale construction techniques for Attitude measurement.	L= 11	
		T=4	P=0
2	Methods of data collection, Analysis of Data & Report writing: Methods of data collection – Primary data –Collection of secondary data. Data Processing-Editing, Coding and Tabulation of data. Data analysis and Interpretation. Formats of Research Report, Methods and importance of Citation & bibliography in Research, Ethical issues in Research and plagiarism. Use of ICT tools for conducting of research.	L= 11	
		T= 4	P= 0

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources

1	Text Books	<ol style="list-style-type: none"> 1. C.R. Kothari Research Methodology Methods And Techniques, Wiley Eastern. 2. G.C. Beri: Marketing Research Tata Mcgraw Hill Publishing Company Limited, New Delhi, 2000
2	Reference books	<ol style="list-style-type: none"> 1. Goode And Hatt : Methods In Social Research, Mc-Graw Hill, Kogakusha Ltd., New York. 2. V.P. Michael: Research Methodology In Management, Himalaya Publishing House, Mumbai, 1985. 3. Kerlinger. Fred N.: Foundations Of Behaviourial Research, New York, Holt, Rinehart And Winston, 1973. 4. Dorald S. Tull, Del I Hawkins: Marketing Research, Prentice Hall Of India, New Delhi, 1996. 5. Hans Raj: Theory And Practice In Social Research, Surjeet Publications, Delhi
3	Websites	<ol style="list-style-type: none"> 1. https://www.spss-tutorials.com/basics/ 2. https://www.nielsen.com/in/en/
4	Journals	<ol style="list-style-type: none"> 1. The Journal for Decision Makers - Vikalpa 2. Indian journal of marketing
5	Supplementary Reading	<ol style="list-style-type: none"> 1. Journal of Business Research – Elsevier 2. https://www.iresearchservices.com 3. Economics Times, 4. Business Standard,
6	Practical Component	<ol style="list-style-type: none"> 1. Students will actually conduct research and submit the research report using following guidelines. 2. Identify the research problem of your choice. 3. Formulate it into a Research title. 4. Collect at least five published research paper and conduct the review of that research paper. 5. Identify different variables that can be studied in the stated research problem. 6. Prepare at least five hypotheses on the research problem. 7. Suggest Research design to conduct the research on the problem. (Sampling Design and Data Collection method). 8. Collection, analysis and interpretation of data. 9. Writing a detail research report using citation and bibliography

Semester	II	Total Credit	4
Course Code	CC 202	Credit Pattern	L-45, T-6, P-9
Course Title	LEGAL ASPECTS OF BANKING		

Course Objectives	
1	To highlight the laws and regulations pertaining to the banking sector
2	To enable students to work within the legal framework related to banking.

Course Outcomes	
	The students will able to learn:
1.	Basic Understanding of relevant provisions of various Laws and Regulations pertaining to the banking sector

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Banker – Customer Relationship: Definition and Meaning of “Banker” and “Customer” – Permitted activities of Commercial Banks in India – General and Special Features of their relationship, Their rights and duties	L= 11	
		T= 2	P= 2
2	Deposit Accounts: Opening Operations and Closure of a) Fixed Deposit Account b) Recurring Account c) Savings Account d) Current Account e) Deposit Schemes for NRIs. Other Deposit Schemes, Mandate and Power of Attorney – Nomination Facility –Insurance of Bank Deposits Banking Instruments: Definitions of Negotiable Instrument [NI] – Different Types of NIs and other Instruments – parties to NIs – Crossing – Endorsements – Payment and Collection of Cheques – Forged instruments – Bouncing of Cheques and their implications –	L= 12	
		T= 1	P= 2
3	Various laws affecting bankers: Banking Regulation Act, 1949, Reserve Bank of India Act, 1934, Negotiable Instruments Act, 1881, Contract Act, 1872, Companies Act, 2013, Partnership Act 1932, Consumer Protection Act, 1986, Income Tax Act, 1956, Bankers Book Evidence Act, IT Act, 2000, FEMA, 1999,	L=11	
		T= 1	P= 3
4	Banking Services: Remittances – Safe Custody – Safe Deposit Vaults – Collection Facility – MICR Clearing ATMs – Credit cards and Debit Cards – Travellers’ Cheques – Gift Cheques – Ombudsman and Customer Services – Fraud Detection and Control Accounting conventions,	L=11	
		T= 2	P= 2

Learning Resources		
1.	Text Books	1. Indian Institute of Banking & Finance, Mumbai, 2006, Legal Aspects of Banking Operations, Macmillan India Ltd., Delhi.
2.	Reference Books	1. Zacharias, K.D., 2005, Legal Aspects of Banking Operations, Macmillan India Ltd. 2. Karmarkar M. B., Bank Victims, M/s Industrial and Commercial Printers 3. Maheshwari S. N. and Maheshwari S. K., Banking Law and Practice, Kalyani Publishers 4. Legal Aspects of Banking Operations, Macmillan 5. Tannan's Banking Law and Practice in India, Lexis Nexis
3.	Websites	1. https://www.india.gov.in/topics/finance-taxes/banking 2. https://rbi.org.in/Scripts/NotificationUser.aspx 3. https://rbi.org.in/Scripts/AboutusDisplay.aspx 4. http://www.bcsbi.org.in/ExemplaryCasesDealtWithByOBOs2017-18.html
4.	Journals	1. Banking Law Journal 2. Banking Cases
5.	Supplementary Reading	Current Affairs Weeklies/Magazines, Financial Dailies
6.	Practical Component	1. Ascertain grievance redressal mechanism at a bank branch not within your knowledge. 2. Discuss on the topics learnt with a banker and provide his feedback on the knowledge displayed by you. Submit detailed report of discussion and feedback.

Semester	II	Total Credit	4
Course Code	CC 203	Credit Pattern	L-45, T-7, P-8
Course Title	FINANCIAL MANAGEMENT		

Course Outcomes: The students will able to learn:	
1	Analyze working capital statement for decision making
2	Apply cash management technique for cash control
3	Evaluating investment proposals using capital budgeting technique.

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction to Finance: Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial Analysis-Concepts and objectives, Tools of Financial Analysis: trend analysis, common size statements, comparative statements: Concepts of Ratio Analysis, Interpretation of Ratio Analysis, Advantages and Limitations of Ratio Analysis, Analysis and Interpretation of Financial Statement Using the techniques of Ratio Analysis.	L= 11	
		T= 2	P= 2
2	Working Capital Management: Concept of Gross and Net Working Capital, Use and Importance of Working Capital, Working Capital Cycle, Influencing Factors, Requirement of Working Capital.	L= 12	
		T= 1	P= 2
3	Cost of Capital & Capital Budgeting: Meaning; Factors Affecting Cost of Capital, Measurement of Cost of Capital, Weighted Average Cost of Capital, Marginal Cost of Capital Concept and techniques of Capital Budgeting Decisions, Meaning and importance, Evaluation of different proposals under capital budgeting and use in decision making.	L=11	
		T= 2	P= 2
4	Dividend Policy & Cash Management: Meaning, different theories of dividend policy, Forms of Dividends. Factoring, Facets of Cash Management, Motives for Holding Cash.	L=11	
		T= 2	P= 2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources

1.	Text Books	<ol style="list-style-type: none"> 1. Kapil Sheeba, "Financial Management" Pearson Publication House. 2. Jonathan Berk, Peter, "Financial Management" Pearson Publication House. 3. Sharan Vyuptakesh, "Fundamentals of Financial Management" Pearson Publication. 4. James C Van harne, "Financial Management & Policy" Pearson Publication House. 5. ICSI : Handbook on Mergers Amalgamations and takeovers.
2.	Reference Books	<ol style="list-style-type: none"> 1) Pandey I M - Financial Management (Vikas, 2004, 10th Ed.) 2) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.) 3) Shapiro- Multinational Financial Management (Wiley Dreamtech) 4) Sheebakapil-Fundamental of financial management (Pearson) 5) Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.) 6) Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004) 7) Knott G - Financial Management (Palgrave, 2004) 8) Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education, 2004) 9) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.) 10) Khan & Jain, "Financial Management", Tata Mcgraw Hill, 6th edition. 11) R.P.Rustagi, "Financial Management", PHI, 10th edition. 12) Maheshwari, Financial Accounting, Vikas Publishing 13) Ramchandran, Financial Accounting for Management, Tata McGraw
3.	Websites	<p>INFLIBNET http://nlist.inflibnet.ac.in J-GATE http://jgateplus.com EBSCO http://search.ebscohost.com Library online Opac Address: http://192.168.1.111:8080/opac *For INFLIBNET individual usernames and passwords are already given. Use the same</p>
4.	Journals	<ul style="list-style-type: none"> • Prabhandan: Indian Journal of Management • IUP Journals • ICSI Journals • Finance India • Chartered Secretary • Indian Journal of Finance (New Sub.) • Journal of Accounting & Finance etc.
5.	Supplementary Reading	<ul style="list-style-type: none"> • Financial Express • Economics Times • Business Standard • Times of India • Indian Express.
6.	Practical Component	<ul style="list-style-type: none"> • Practical Problems on Ratio Analysis • Practical Problems on capital budgeting • Practical Problems on working capital • Financial statement analysis using Proves-IQ • Companies Financial Reports & Corporate case studies.

Semester	II	Total Credit	4
Course Code	CC 204	Credit Pattern	L-45, T-8, P-7
Course Title	ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT		
Course Objectives:			
1	To study individual and group perspectives of behavior in an organization.		
2	To develop skills in understanding and appreciating individual, inter-personal and group process for increased effectiveness, both within and outside organizations.		
3	To enable student to gain insights for effectively managing human resource in the organization.		
4	To design and implement different HR functions covered in the course.		
Course Outcomes: Students will be able to			
1	Demonstrate a thorough knowledge of organizational behavior.		
2	Apply relevant contemporary theories, concepts and models in order to analyze organizational environment, cases and issues.		
3	Identify the wide range of sources for attracting and recruiting talent and appropriate process for selecting candidates.		
4	Conduct job analysis interview develop job descriptions and job specifications, conduct performance appraisal.		
5	Develop, implement, and evaluate employee orientation, training, and development programs.		

Unit Number	Contents	Number of Sessions
1	Definition and Importance of OB, Perception – Definition, Importance and Factors Influencing Perception, Motivation: Definition, Theories in Motivation- Maslow, Theory X and Y, Z Theory. Individual Perspective: Personality – Determinants of personality, Theories of personality- Type A and B, Big five, Locus of control.	L= 11
		T=2 P= 2
2	Attitude – Characteristics, Components, Formation, Values. Concept of Groups, Stages in Group Formation, Types of power, Power and Politics. Human Resource Management- Meaning, Objectives, Scope, Functions, Job Analysis- Job Description and Job Specification.	L = 12
		T=2 P=1
3	Concept of Human Resource Planning and importance, Recruitment- Definition, Sources of Recruitment, Employee Selection Process. Training and development- Methods of training and development.	L= 11
		T=2 P=2
4	Performance Appraisal- Methods of Performance Appraisal, Problems in Performance Appraisals and solutions, Factors to be considered for Fixing Compensation, Employee Health, Safety and Welfare. Green HRM Practices	L= 11
		T=2 P= 2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources

1	Text Books	<ol style="list-style-type: none"> 1. K. Aswathappa, Organisational Behaviour, Himalaya Publishing House, 12th Revised Edition 2016. 2. Dr. S. S. Khanka , Organisational Behavior (Text and Cases), S.Chand Publication, Revised Edition 2013. 3. P.Subba Rao , Personnel and Human Resource Management, Himalaya Publishing House 5th Revised Edition 2014.
2	Reference books	<ol style="list-style-type: none"> 1. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001. 2. Hellrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning, 11th Edition 2007. 3. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008. 4. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata McGraw Hill, 2007. 5. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 9th Edition, 2008. 6. P G Aquinas, Organisational Behaviour : concepts, realities, applications and challenges, Excel Books. 7. Gary Dessler, Human Resource Management Prentice Hall Of India, New Delhi, Tenth Edition. 8. Bohlander And Snell, Managing Human Resources 13th Edition, Thomson – South Western. 9. David A. Decenzo, Stephen P. Robbins, Personnel / HRM (3rd Edition), Prentice Hall Of India, New Delhi.
3	Websites	<ol style="list-style-type: none"> 1. www.iupindia.in 2. www.istd.co.in 3. www.humancapital.com
4	Journals	<ol style="list-style-type: none"> 1. IUP Journal of Organizational Behavior 2. Indian Journal of Training and Development 3. Indian Journal of Human Development 4. South Asian Journal of Human Resource Management.
5	Supplementary Reading	<ol style="list-style-type: none"> 1. South Asian Journal of Practical Research 2. Business India – The Magazine of Corporate World
6	Practical Component	<ul style="list-style-type: none"> • Study organizational Structure of any company and present in the class. • Class debate on different basis of departmentalization • Identify any business leader and list his qualities that made him a good leader. • Visit any organization and find out how it motivates its employees and discuss in class. • Library Exercise on CSR activities undertaken by any one company of your choice.

Semester	II	Total Credits	2
Course Code	CC 205	Credit Pattern	L-23, T-3, P-4
Course Title	FINANCIAL MARKETS AND SERVICES		

Course Outcomes	
	The students will be able to learn:
1.	Understand the concepts of financial markets, their working and importance.
2.	Illustrate the working and contribution of financial market to the Indian Economy.

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Structure of Financial System , role of Financial System in Economic Development , Financial Markets and Financial Instruments , Capital Markets , Money Markets , Primary Market Operations , Role of SEBI , Secondary Market Operations , Regulation , Functions of Stock Exchanges , Listing , Formalities , Financial Services Sector Problems and Reforms Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India	L= 11	
		T= 2	P= 2
2	Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context	L= 12	
		T= 1	P= 2

Learning Resources		
1.	Text Books	1.Clifford Gomez, Financial Markets, Institutions and Financial Services, PHI Learning Private Limited 2. Prasanna Chandra, Investment Analysis and Portfolio Management, 5 th Edition Mc Graw Hill Education.
2.	Reference Books	1. Jeff, Madura, 2004, Financial Markets Vol 2 Equity Markets,SagePublicaitons. 2. Naidu, G. Kumar Swamy, 2002, Equity Markets - A New Paradigm, ICFAI, Hyderabad 3. Bhole&Mahakud, Financial Institutions and Market, TMH, New Delhi 4. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai 5. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House

		<ol style="list-style-type: none"> 6. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, New Delhi 7. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi 8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai 9. Meir Khan – Financial Institutions and Markets, Oxford Press 10. Madura, Financial Markets & Institutions, Cengage, New Delhi
3.	Websites	<ol style="list-style-type: none"> 1. https://www.nseindia.com/ 2. www.sebi.gov.in 3. www.investopedia.com 4. www.bseindia.com
4.	Journals	<ol style="list-style-type: none"> 1. Indian Journal of Research in Capital Markets, April-June 2018, 2. Journal of Emerging Market Finance, IFMR 3. Indian Journal of Finance, 4. Capital Market 5. Artha Vijnana, Journal of the Gokhale Institute of Politics and Economics 6. Finance India, Indian Institute of Finance
5.	Supplementary Reading	<ol style="list-style-type: none"> 1. Financial Weekly, Mags, etc. 2. Current Affairs Weeklies, Magazines,
6.	Practical Component	<ol style="list-style-type: none"> 1. List the Public Issues in Primary Market, which took place in the last six months, and provide the final listing price thereof. 2. List the names of any five Depository Participants operating in Kolhapur. Visit any one of them and discuss the account opening requirements with them, and submit a report of such discussion.

Semester	II	Total Credit	4
Course Code	CC 206	Credit Pattern	L-45, T-6, P-9
Course Title	RETAIL BANKING		

Course Outcomes	
	The students will be able to learn:
1.	Explain in detail the Retail Credit Evaluation, Lending and Recovery Process as well as other relevant concepts covered in the syllabus.
2.	Calculate the loan eligibility of the retail borrower and the amount to be classified as NPA.
3.	Determine the key elements of retail lending and recovery process and documentation therein.
4.	Design the Retail Lending and Recovery Process for a Bank & NBFC.

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Concept of Retail Banking -Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, products development process, Liabilities and Assets Products, Approval process for retail loans, credit scoring.	L= 11	
		T= 2	P= 2
2	Important Retail asset products: Loans: Home loans, Auto/vehicle loans, Personal loans, Educational loans – Study of these products in terms of Eligibility, Purpose, Amounts, Margin, cd loans Security, Disbursement, Moratorium, Prepayment issues, Repayments/ Collection; Credit/ Debit Cards -Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points; Various Deposit Accounts Eligibility, Purpose, Amounts, Facilities Other products /Remittances/Funds Transfer	L= 12	
		T= 1	P= 3
3	Retail Strategies: Tie-up with institutions for retail loans; Delivery Channels-Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking; Selling process in retail products; Customer Relationship Management-Role and impact of customer relationship management, stages in CRM process; Technology for retail banking Recovery of Retail Loans -Defaults, Rescheduling, recovery process-SARAFESI Act, DRT Act, use of Lok Adalat forum, Recovery Agents-RBI guidelines (Case Studies are compulsory)	L= 11	
		T= 2	P= 2
4	Trends in Retailing -New products like insurance, Demat services, online/phone banking, property services, investment advisory/wealth management, Reverse Mortgage-Growth of e-banking, Cross selling opportunities	L=11	
		T= 1	P= 2

Learning Resources		
1	Text Books	Retail Banking for CAIIB Examination, Macmillan
2.	Reference Books	<ol style="list-style-type: none"> 2. Agarwal, O.P., Fundamentals of Retail Banking, Himalaya Publishing House, Mumbai. 3. Jha, SM, Banking Marketing, Himalaya Publishing House, Mumbai 4. Khan, MY, Indian Financial System, ;Tata McGraw Hill Publishing Company Ltd., New Delhi 5. Uppal;, RK,&Bishnupriya N, Modern Banking in India, New Century Publications, New Delhi 6. Uppal, RK, Banking Services and IT, New Century Publications, New Delhi 7. Guruswamy,S., Banking in the New Millenium, New Century Publications, New Delhi 8. Indian Institute of Banking & Finance, Retail Banking, Mumbai 9. Singh, Jasbir&Gahlot, Ruchika, 2014, Retail Management & Retail Banking in India, UDH Publishers & Distributors Pvt. Ltd. 10. Samudrala, Suresh, 2015, Retail Banking Technology The Smart Way to Serve Customers, Jaico Publishing House 11. Essvale Corporation Ltd., 2012, Career Guidebook For IT In Retail Banking, Shroff Publishers & Distributors Pvt, Ltd. 12. Essvale Corporation Ltd.,2011, Business Knowledge For IT In Global Retail Banking A Complete Handbook For IT Professionals, Shroff Publishers & Distributors Pvt, Ltd.
3.	Websites	<ol style="list-style-type: none"> 1. https://testmocks.com/syllabus/iibf-retail-banking/ 2. www.rbi.org.in 3. Websites of a few private sector banks 4. https://thefinancialbrand.com/50885/25-inspirational-responsive-banking-website-designs/
4.	Journals	<ol style="list-style-type: none"> 7. Prajnan, Journal of Social and Management Sciences, NIBM, Pune 8. The IUP Journal of Bank Management, IUP Publications, a Division of the ICAFI society.
5.	Supplementary Reading	<ol style="list-style-type: none"> 1. Current Affairs Weekly, Magazines etc., Financial Newspapers
6.	Practical Component	<ol style="list-style-type: none"> 1. Ascertain Areas of differentiation between two banks' retail offerings- any two products. Banks should ideally belong to the same sector e.g. Coop, Private, Nationalised, Foreign, etc. 2. Ascertain major products where banks experience major issues in recovery, by discussing with Branch Managers. Submit a report of such discussion in the form "Issue, Root Cause, Recommendation". 3. Give a list of cross sales products of a bank branch.

Semester	II	Total Credit	2
Course Code	CC- 207	Credit Pattern	P - 30
Course Title	MANAGERIAL DECISIONS USING EXCEL		
Course Objectives:			
<ol style="list-style-type: none"> 1. To equip the students in decision making through operational research techniques. 2. Using Microsoft Excel to gain insight into Business Applications through good modeling and analysis practice. 3. Exposure of the student to various management packages like QM for Windows, Excel. 			
Course Outcomes: Students will be able to;			
<ol style="list-style-type: none"> 1. Analyze the data available for decision making. 2. Solve various managerial decision problems in functional areas of organization. 3. Evaluate the data collected for management decision and provide inference towards it 			

Unit Number	Contents	
1	<p>Excel & Stand Alone Software Introduction to Excel, It's Use and Advantages, Developing Cost, Revenue, Profit Model, Break-Even Analysis. Introduction to Excel Add-ins – Data Analysis Tool Pack. Use of Analysis Toolpak in Descriptive Data Analysis Use Excel Toolpak in Correlation & Regression Analysis</p> <p>Stand Alone Software QM for Windows and Excel. Solving variety of Problems with the help of QM software and Interpreting Results. (Practical Oriented)</p> <p>Decision & Risk Analysis Introduction to Decision Theory. Decision making Without Probabilities – Optimistic Approach, Conservative Approach, MiniMax Regret Approach. Decision making With Probabilities – Expected Value of Perfect Information (EVPI). Risk Analysis, Sensitivity Analysis. Solving various case studies</p>	P 15
2	<p>Linear & Integer Programming Problem. Introduction to Linear Optimization Models, Structure of Linear Programming Models. Modeling Optimization Problems in Excel. Introduction to Premium Solver, Solving Models using Solver. Interpreting Reports generated by Solver. Solve Problems/Models of Linear & Integer Programming.</p> <p>Assignment & Transportation Problem. Introduction to Assignment Problem. Mathematical model of Assignment Problem. Solving Various Assignment Problems with Solver. Special cases in Assignment Problem.</p> <p>Introduction to Transportation Problem. Mathematical model of Transportation Problem. Unbalanced transportation problem, Maximization Case of TP. Solving Minimization - Maximization Transportation Problems with Solver. Special cases in Transportation Problem.</p>	P 15

Learning Resources

1	Text Books	<ol style="list-style-type: none">1. Quantitative Methods for Business Anderson Sweeney Williams2. Management Science & Decision Technology Jeffrey D. Camm, James R. Evans3. Quantitative Analysis For Management (QM) Barry Render, Ralph M. Stair Jr., Michael E. Hanna
2	Reference books	<ol style="list-style-type: none">1. N.D. Vohra: Quantitative Techniques in Management (1990), Tata MacGraw Hill2. J.K. Sharma: Operations Research Problems and Solutions (2004), Macmillan India.3. Hamdy A. Taha: Operations Research (2002), Pearson Education.
3	Journals	<ol style="list-style-type: none">1. IUP Journal of Operations Management2. Journal of Operations & Strategic Planning (New)3. Vikalpa: The Journal for Decision Makers
4	Supplementary Reading	<ol style="list-style-type: none">1. Glyn Davis & Branko Pecar, Business Statistics Using Excel, Oxford University Press.2. Albright, Winston, Zappe, Decision Making Using Microsoft Excel, Cengage Learning.
5	Practical Component	<ol style="list-style-type: none">1. Analyzing various decision situations and finding appropriate model for taking decisions.2. Analyzing real managerial decision problems through various case studies/problems.3. Identifying various managerial decision situations related to different business organization.

Semester	II	Total Credit	2
Course Code	AEC 201 (A)	Credit Pattern	L-22, T-4, P-4
Course Title	GERMAN		

Course Objectives	
1	To create an awareness about a foreign language
2	To understand the basic script of the language
3	To understand the culture and tradition of the country
Course Outcomes: Students will be able to;	
1	Use basic words & sentences in German Language
2	Develop basic vocabulary in German Language..

Syllabus:

Unit Number	Contents
1	Introduction (Name, country, living place, languages etc.), Asking the person's information, Greeting German Alphabets, Number (1-100), Giving and asking information related to number (age, telephone number, mobile number etc. Difference between formal and informal, Personal Pronouns, verb conjugation Europa-Countries, capitates and languages Learning about the things in the class room, Definite, indefinite, negative articles Possessive Articles with the reference of all the nouns learnt in the last lecture Watching timing learning
2	Conjugation of strong verbs, Use of separable verbs in the sentences Routine activities, Questions related to time, (use of prepositions am, pm) Eating and drinking (Grocery, fruits, vegetables, beverages), Learning of vocabulary related to eating and drinking, Use of accusative in the sentence Learning the professions, Telling about and asking for the professions Ordinal number Verbs- haben, sein Revising the syllabus

Note:

1. There will not be any fixed text book for the above given syllabus
2. The extra notes will be provided to the students to complete the required

Semester	II	Total Credit	2
Course Code	AEC 201(B)	Credit Pattern	L-22, T-4, P-4
Course Title	JAPANESE		

Course Objectives	
1	To create an awareness about a foreign language
2	To understand the basic script of the language
3	To understand the culture and tradition of the county
Course Outcomes: Students will be able to;	
1	Use basic words & sentences in Japanese Language
2	Develop basic vocabulary in Japanese Language..

Syllabus:

Unit Number	Contents
1	Introduction to Japan as country and language basics. Hiragana Script, Hiragana Activity, Katakana Script, Katakana Activity, Cultural Ethics and Survival Greetings, Classroom Language (Speaking), Number system, Vocab for Daily Uses, Grammar, Calendar Family Tree, Grammar
2	Self-Introduction, Introduction to Japanese Work-Culture Grammar, Introduction to “Kanji”, Visit Restaurant’(Speaking), Visit guest’s house’ (Speaking), Shopping’ (Speaking), Farewell

Learning Resources		
1	Reference books	<ol style="list-style-type: none"> 1. Living Language Ultimate Japanese Beginner-Intermediate 2. The Kanji Learner’s Dictionary by Jack Halpern 3. Japanese from zero 1 and 2 by George Tromphy 4. Basic Japanese by Eriko Sato 5. Handbook of Japanese verbs by Taeko Kamiya 6. Japanese- English, English- Japanese Dictionary by Seigo Nakao 7. Modern Japanese vocabulary A Guide for 21st century student by Edward Trimell 8. Minna no Nihongo Series 9. Seiichi Makino Michio Tsutsui Biiks (Dictionary) 10. Genki An Integrated Course in Elementary Japanese 11. Improving your communication skills 12. 12Pod 101 series (audio)

Semester	II	Total Credit	2
Course Code	AEC 201 (C)	Credit Pattern	L-22, T-4, P-4
Course Title	FRENCH		

Course Objectives	
1	To create an awareness about a foreign language
2	To understand the basic script of the language
3	To understand the culture and tradition of the country
Course Outcomes: Students will be able to;	
1	Use basic words & sentences in French Language
2	Develop basic vocabulary in French Language..

Syllabus:

Unit Number	Contents
1	<p>Introduction (Name, country, living place, languages etc.), Asking the person's information, Greetings and Salutations, French Alphabets, French Accents, Numbers (1-1000), Giving and asking information related to numbers (age, telephone number, mobile number etc.)</p> <p>Difference between formal and informal, Personal Pronouns, Verb conjugations</p> <p>Countries, nationalities, capitals and languages</p> <p>Articles, Prepositions, Colours</p> <p>Gender, Nouns and Pronouns, Singular Plural</p> <p>Possessive Pronouns, Family Vocabulary</p> <p>Telling Time, Days of the week, Months of the Year, Parts of the Day About France and Francophone Countries, French Culture and Etiquettes, French Monuments</p>
2	<p>Conjugation of ER, IR and RE verbs, Use verbs in the sentences</p> <p>Routine activities, Questions related to time, (use of prepositions am, pm)</p> <p>Eating and drinking (Grocery, fruits, vegetables, beverages), Learning of vocabulary related to eating and drinking, Use of accusative in the sentence</p>

	Learning the professions, Telling about and asking for the professions Ordinal numbers Negative Sentences, Interrogatives Describing Oneself, Family Simple Letter Writing and Essay Writing Revising the syllabus
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Note:

1. There will not be any fixed text book for the above given syllabus
2. The extra notes will be provided to the students to complete the required syllabus.

Learning Resources		
1	Reference books	<ol style="list-style-type: none"> 1. Echo A1 Méthode de Français – Goyalsaab Publishers 2. Le Flambeau , Méthode de Français –Preeti Bhutani 3. Saison 1 Méthode de français- Alliance française 4. Larousse French Dictionary-W.R.Goyal

Semester	II	Total Credit	2
Course Code	AEC 201 (D)	Credit Pattern	L-22, T-4, P-4
Course Title	SELLING AND NEGOTIATION SKILLS		
Course Objectives			
Course Outcomes: Students will be able to;			
1	Describe new challenges and opportunity in selling and negotiation skills		
2	Apply & analyze different skills in Negotiation Process		

Unit Number	Contents	Number of Session	
1	Unit-I Nature & Role of Selling: Definition meaning Importance & objectives of Selling. Role in the context of organization – survival and growth. Types of Selling – Direct & Indirect selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, Consultative selling, factors Influencing on Personal Motivation on selling. Personal Selling Skills : Definition & Meaning, Personal Selling Process – Time & Contact management - Understanding buying motives of consumers before & Deal closing - Techniques of taking Follow up (To be supplemented by live exercises on personal selling)	L= 11	
		T= 2	P= 2
2	Unit-II Negotiation Skills and Process of Negotiation: What is negotiation, What makes a good negotiator, Process of Negotiation, Integrative Vs. Distributive Negotiation, Ground rules of effective Negotiation, BATNA (Best alternative a negotiated agreement).	L= 11	
		T= 2	P= 2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources

1	Text Books	1. Karen Mantyla – Consultative Sales Power 2. Virden J.Thornton- Prospecting the Key to Sales Success 3. .Michael R.Carrell & Christina Heavrin- Negotiating Essentials theory, Skills & Practices
2	Reference books	1. Kim Tasso – Selling Skills For Professionals – Viva Publication 2. David S. Hames- Negotiation – Sage Publication
4	Journals	1. Current Index of Management Marketing 2. Current Contents in Management Marketing.

Semester	III	Total Credit	2
Course Code	AEC 201 (G)	Credit Pattern	L7+T6+P17
Course Title	DIGITAL MARKETING		

Course Objectives	
1	To make students understand the traditional and new communication/marketing approaches to create competitive advantage in the Digital world.
2	To understand how the emergence of the technology will affect marketing, value creation, and consumer perceptions.
Course Outcomes: Students will be able to;	
1.	Explain emerging trends in digital marketing
2.	Demonstrate usage of digital marketing techniques.

Syllabus:

Unit Number	Contents	Number of Session	
1	Introduction to digital marketing: Introduction to digital marketing ; Internet Marketing, Digital Marketing Framework; Domains of Digital Marketing, affiliate marketing. Website creation & hosting : Websites – their types and classification; Use of CMS for website creation; Wordpress website creation :- adding posts, pages, making categories, adding menu, Creating commercial /business website, adding contact forms, linking website to social media	L= 4	
		T= 3	P= 8
2	Search Engine Optimization SEO –meaning, process and tools; affiliate marketing. Organic & inorganic search, search engine Marketing (SEM), Email marketing; Google Adds, Social Media marketing (Instagram & Facebook), creating Facebook page & Instagram page	L= 3	
		T= 3	P= 9

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class.

Learning Resources

1	Text Books	<ol style="list-style-type: none"> 1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Calvin Jone. Kogan Page. 2. Fundamentals of Digital Marketing; Puneet Singh Bhatia; Pearson Publication 3. Marketing 2012 by William M. Pride, O. C. Ferrell, Cengage Learning.
2	Reference books	<ol style="list-style-type: none"> 1. DigiMarketing: The Essential Guide to New Media and Digital Marketing by Kent Wertime, Ian Fenwick 2. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik 3. Social Media Marketing : Tracey L tuten & Michael R Solomon; adapted by Bikramjit Rishi; Sage Publication 4. Digital Transformation Strategies ; Theory & Practice; Srinivas R Pingali, Shankar Prakash & Jyothi R Korem: Sage Publication
3	Websites	<p>Digital Marketing MOOC on Swayam. https://www.dmaglobal.com/ (Digital Marketing Association)</p>
4	Journals	<ul style="list-style-type: none"> • Digital Marketing - The Marketing Journal • Journal of Digital & Social Media Marketing: Ingenta Connect Publication • Digital Marketing Journal – Medium
5	Supplementary Reading	<p>Digital Marketing Association Google Digital Garage</p>
6	Practical Component	<ol style="list-style-type: none"> 1. Case study discussion on success stories of use of digital marketing mix 2. Assignment on preparing a digital marketing plan for small scale business. 3. Group Activity- Visit any service industry of your choice in Kolhapur and submit a plan on opportunities to use digital marketing technique to promote the business.

Semester	II	Total Credit	2
Course Code	AEC 201 (H)	Credit Pattern	L-22, T-4, P-4
Course Title	HUMAN VALUES		
	Objectives To study all dimensions of human being – thought, behaviour, work and realisation. • To study all levels of human living – individual, family, society, nature and existence.		
	Course outcome 1. A student of this course will relate and interpret existence of physical facility, relationship and right understanding. 2. A student of this course relate to the context of life and human being.		
	Knowing human values: Unit 1 To know universal values & its connection with human being. Rationality and rational values. Natural & verifiable values. All-encompassing values dimensions & levels. Right Understanding, Relationship and Physical Facility. Understanding the Human Being (As Co-existence of Self and Body). Understanding harmony in family.		
	Unit 2. Applying human values . Self-exploration & aspirations. Understanding harmony in nature & society. Harmony among the four orders, Physical, Bio , Animal ,Human order Understanding Ways of fulfilling them with human values		
	Instructions		
	References Books /websites HUMAN VALUES 1 Naagarazan, R.S. Textbook On Professional Ethics & Human Values.-- New Delhi: New Age International (P) Ltd,Publisher's New Delhi, 2006. XIV; 137 P. ISBN : 8122418554. 174.4 NAA. 57443 2 Modi, Ishwar Human Values and Social Change (Essays in Honour of Dr. T.K.N. Unnithan).-- Jaipur: Rawat Publications, 2000. 447 P. ISBN : 817033604X. 303.4 MOD. 33829 3 Naagarazan, R.S. Textbook on Professional Ethics and Human Values.-- New Delhi: New Age International Publishers, 2008. ix; 169 P. ISBN : 9788122419382. 174 NAA.		

60891

- 4 Tuteja, M.M.
Changing Human Values and Leadership Styles.-- Jaipur:
Printwell Publishers Distributors, 1999. 124 P.
ISBN : 8170444950.
658.3 TUT.
33317
- 5 Raghavan, M.P.
Professional Ethics and Human Values.-- Chennai: Scitech
Publications (India) Pvt, Ltd., 2009. 1.1 to 5.36 P.
ISBN : 9788183710329.
174 RAG.
64379
- 6 Gogate, S.B.
Human Values and Professional Ethics.-- Noida: Vikas
Publishing House Pvt, Ltd., 2011. xvi; 326 P.
ISBN : 9788125937135.
174 GOG.
64848
- 7 Gogate, S.B.
Human Values & Professional Ethics.-- Delhi: Vikas
Publishing House Pvt, Ltd., 2011. xvi; 326 P.
ISBN : 9788125937135.
174 GOG.
65892
- 8 Bhola, Payal
Human Values & Professional Ethics.-- Agra-02:
Y.K.Publishers,, 2011. 223 P.
ISBN : 9789380668062.
174 BHO/GAR.
67967
- 9 Saxena, Abhay
Human Values and Professional Ethics.-- New Delhi: Vayu
Education of India, 2010. x; 170 P.
ISBN : 9789380712437.
174.9 SAX/SHA.
68765
- 10 Gogate, S.B.
Human Values & Professional Ethics.-- Delhi: Vikas
Publishing House Pvt, Ltd., 2011. xvi; 326 P.
ISBN : 9788125937135.
174.4 GOG.
69510

- 11 Govindarajan, M.
Professional Ethics and Human Values.-- Delhi: PHI
Learning Pvt, Ltd., 2013. xii; 132 P.
ISBN : 9788120348165.
174 GOV.
73239
- 12 Tripathi, A.N.
Human Values.-- New Delhi: New Age International (P)
Ltd., Publishers, 2012. xii; 327 P.
ISBN : 9788122425895.
303.4 TRI.
57357
- 13 Raghavan, M.P.
Professional Ethics and Human Values.-- Chennai: Scitech
Publications (India) Pvt, Ltd., 2013. 1.1 to 6.11 P.
ISBN : 9788183714990.
174 RAG.
- 14 Subramanian, R.
Professional Ethics: Includes Human Values.-- New Delhi:
Oxford University Press,, 2017. xiv; 457 P.
ISBN : 9780199475070.
174 SUB.
- 15 Shukla, Tanu
Human Values and Professional Ethics.-- New DELHI:
Cangage Learning, 2018. xviii; 411 P.
ISBN : 9789386858764.
170 SHU.
- https://www.youtube.com/watch?v=kOJu1vj_BV&ab_channel=FearlessSoul
- https://www.youtube.com/watch?v=a_GPginsMzY&ab_channel=DalaiLama
- https://www.youtube.com/watch?v=Ug4JIJxLSmk&ab_channel=Vidya-mitra
- <https://www.facebook.com/Gurgaon.KIIT/videos/day-4-pt-1-aicte-sponsored-online-stp-on-human-values-ethics-morals-behavioral-7365086154477360/>
- <http://kierandonaghy.com/seven-best-short-films-introduce-values/>
- https://www.youtube.com/watch?v=Kz_qGJmTMY&ab_channel=MindToolsVideos

Semester	II	Total Credit	4
Course Code	DSE 201 (A)	Credit Pattern	L-45, T-7, P-8
Course Title	EVENT MANAGEMENT AND PUBLIC RELATIONS MANAGEMENT		

Course Objectives	
1	To Orient and Train Future Managers of the Event and PR industry requirements
2	To Develop Essential Skills For Planning, Organizing And Executing Any Corporate, Business, Social Personal ,Event Professionally
Course Outcomes: Students will be able to;	
1	Explain the role of event management in overall marketing activity of the company.
2	Evaluate opportunities of corporate branding and image building through event.

Syllabus:

Unit Number	Contents	Number of Session	
1	<u>Principles of Event Management</u> Review of changing Indian event industry .Historical Perspective, Introduction to Event Management, Size and Type of Event, Event Team, Code of Ethics) <u>Principles of Event Management</u> , Concept and Designing, Feasibility, Keys to Success, SWOT.	L= 11	
		T= 2	P= 2
2	Event Planning and Team Management Aim Of Event, Develop A Mission, Establishing Objectives, Event Proposal, Planning Tools, Protocols, Dress Codes, Staging, Staffing, Leadership, Traits And Characteristics decision making process in event industry.	L= 12	
		T= 1	P= 2
3	Event Marketing, Advertising with Public Relations Management Nature and Process of Marketing, Mix, Sponsorship, Image, Branding, Advertising Publicity PR, Nature and process of PR, Social media used in EM sect oral applications. Written And Oral Communication Of Event	L= 11	
		T= 2	P= 2
4	Event and Safety Security Logistics Accounting and Laws	L=11	

	Finance Management Security, Occupational, Safety, Crowd Management, Major Risks And Emergency Planning, Incident Reporting, Emergency Procedures, Fabrications, Light Sound And Vender Handling., Financial Control Systems, Relevant Legislations, Stake Holders and Official Bodies, Contracts	T= 2	P= 2
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Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class.

Learning Resources		
1	Text Books	1. Lynn Van Der Wagen and Brenda R. Carlos- Event Management: For Tourism, Culture, Business, and Sporting Event- Pearson
2	Reference books	<ol style="list-style-type: none"> 1. Swarup K. Goyal- Event Management – Adhyayan Publication 2. Sandhya A. Kale – Event Management - Gaurav Publication 3. Mittal, R- Eventmanagement In Leisure and Toursm- New Delhi, Rajat Publication 4. Mohan,S- Event Management and Public Relation- New Delhi, Enkay Publication House 5. Sharma,D- Event Planning and Management- New Delhi, Deep and Deep Publication
3	Websites	www.wizcraftworld.com www.360x.agency www.procam.in
4	Journals	Current Index of Management Marketing Current Contents in Management Marketing Journal of Marketing Journal of Marketing Research India Journal of Marketing Vikalpa
5	Supplementary Reading	India Today- Magazine Trade Show News Network Event Marketer
6	Practical Component	<ol style="list-style-type: none"> 1. Voluntarily participate in any three events and write a report on it. 2. Prepare event sponsorship proposal for any two actual event happing in Kolhapur. 3. Design event plan and executive it under the guidance of professional experts 4. Design ATL and BTL promotional activity of event

Semester	II	Total Credit	4
Course Code	DSE 201(B)	Credit Pattern	L-45, T-8, P-7
Course Title	BUSINESS COMMUNICATION		

Course Outcomes	
1	Draft appropriate communication for organisations.
2	Analyze written documents for business decision making
3	Prepare business reports

Syllabus:

Unit Number	Contents	Number of Sessions	
1	BASIC : Basic Communication Process and Contemporary trends in methods of communication at various types of organizations. Formats of communication in use. Introduction to concept of writing, basics of grammar, process of Writing,	L= 9	
		T= 2	P= 1
2	Types of written communication I – letters, memorandums, etc. Letter Writing – Formats of letters: block, semi block and modified block, Parts of letter. Types of letters – inquiry, reply to inquiry, order letters, acknowledgement and claim letters, sales letters, acceptance letter, thank you letters, credit letters. Email writing	L= 9	
		T= 1	P= 2
3	Types of written communication II minutes of meetings and reports Writing minutes of meeting, agenda, note taking Circular writing Reports, types of reports, parts of reports, do's and don'ts of report writing	L= 9	
		T= 2	P= 1
4	Using modern forms of communication, communication strategy. Corporate communication. Social media communication – website, social media messages, creation of catalogues, pamphlets, etc.	L= 9	
		T= 1	P= 2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.

Learning Resources		
1	Reference books	<ol style="list-style-type: none"> 1. Management Communication, 3rd Edition Arthur H. Bell, Dayle M. Smith ,December 2009, ©2010 2. Guide to Managerial Communication: Pearson New International Edition PDF eBook 10th Edition Mary Munter, Lynn Hamilton.Aug 2013, PDF eBook ©.ISBN13: 9781292034973.ISBN10: 1292034971] 3. Business Communication: Process and Product Mary EllenGuffey, Dana Loewy.Cengage Learning, 23-Aug-2010 - Business &Economics - 672 page
2	Text books	<ol style="list-style-type: none"> 1. Kalia Shalini & Agrwal Shailaja, Business Communication, Wiley Publications, 2015 2. Urmila Rai & S M Rai, Business Communication , Himalaya Publishing House, 2018 3. Krizan , Merrier, Logan & Williams, effective Business communication,

		<p>Cengage Learning, 2008</p> <p>4. Kelly M Quintanilla & shawn t Wahl, Business & Professional Communication, Sage Publication, 2016</p> <p>5. Kumar sanjay & Pushp Lata, communication Skill, Oxford University Press, 2015.</p>
3	Practical	Writing letters, creating reports, pamphlets etc.

Semester	II	Total Credit	2
Course Code	GE 201(B)	Credit Pattern	L-23, T-07, P-0
Course Title	ENVIRONMENT AND DEVELOPMENT		

Course Objectives	
1	Understand the basics functional areas of Environment.
2	Define concepts of pollution, pollutants and natural resources
3	Explain historical development of struggle for Environmental protection

Course Outcomes: The students will able to	
1.	Differentiate biotic and abiotic components of ecosystem & able to understand concept of habitat, interactions in between different components & their Interrelationships.
2.	Develop ability of identification of local issues related with natural resources.
3.	Adopt various pollution control techniques.
4.	Able to know various environmental policies as well as National & International Organizations involved.

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Ecological concept and Natural Resources : Introduction to Environmental Science as a multi-disciplinary, its scope and necessity; Concepts of Ecosystem and its Structure and Functions, Principles of Organism-environment relationship; Concept and classification of Natural Resources. Energy Resources, Renewable and Nonrenewable.	L= 11	
		T= 3	P=0
2	Environmental Pollution and Policy: Definition, sources and effects of water pollution. Definition, sources of air pollution, Effect of air pollution and acid rain, climate change, ozone depletion. Definition, Sources of noise pollution. Effect of noise pollution on human-beings. Noise control measures. Government policies in the protection and development of environment. National environmental policy. United Nations Environmental Programme (UNEP).	L= 12	
		T= 4	P= 0

Learning Resources		
1	Text Books	<ul style="list-style-type: none"> • A Textbook Of Environmental Studies, Dr D K Asthana, S. Chand Publishers, 2018 • A Text Book Of Environmental Studies by Vijay Tiwari, Himalaya Publishers, 2017 • A Text Book of Environmental Chemistry & Pollution Control, Dara, Chand • A Text Book of Ecology, S K Dubey, Dominant Publication • A Text Book of Ecology, Tyler Miller, Cengage Learning • A Text Book Environmental Studies, Chatawal & Sharma, HPH

		<ul style="list-style-type: none"> • A Text Book Environmental Science, Joshi & Joshi, APH • A Text Book of Environmental Studies, Nambiar, STP
2	Reference books	<ul style="list-style-type: none"> • Fundamentals of Ecology by Odum, E.P. • Desert Ecology by Ishwar Prakash • Ecology of Urban India by Pramod Singh • Ecology of Rural India by Singh • Ecology 2000 by Sir Edmand Hillary • Environmental Protection and the Laws by CN Mehta, 1991 • India's Forests, Myth and Reality by J.B. Lal 1989 • Legal aspects of Environmental Pollution and its Management by Ed. S.M. Ali, 1992 • Man – Nature and Environmental Law by GS Nathawal, S. Shastri and JP Vyyar, 1988 • International Environmental Policy: Emergence and Dimensions by LK Caldwell, 1990 • Lal's Commentaries on Water, Air Pollution Laws along with the Environmental (Protection) Act and Rules, 1986, 3rd Ed., 1992 Law Publisher – India • The Wildlife (Protection) Act, 1972 (with amendment-1991) • Our Common Future – WCED, 1991 • Universal's Environment and Pollution Law Manual by SK Mohanty, 1998. • A Guide to Implementation of the ISO 14000 Series on Environmental Management (Prentice Hall Ptr Environmental Management and Engineering Series) Har/Dskt Edition • Environmental manager's guide to ISO 14000 by <u>Bruce W Perry</u> • Implementing ISO 14000 Hardcover – November 1, 1996 by <u>Tom Tibor</u> (Author), <u>Ira Feldman</u> (Author) • Environmental Impact Assessment By: Larry W Canter. McGraw-Hill International Editions, 2nd Edn, New York (1996). • EIA Theory & Practice By: Peter Wathern. Unwin Hyman, London (1990) • Environmental Impact Assessment By: PR Trivedi. APH Publishing Corporation, New Delhi (2004) • EIA Practical Solutions to Recurrent Problems By: David P Lawrence. Wiley Interscience Publication (2003)
3	Websites	<ul style="list-style-type: none"> • https://www.toppr.com/guides/biology/ecosystem/biogeochemical-cycle/ • https://nca2014.globalchange.gov/report/sectors/biogeochemical-cycles • https://www.conserve-energy-future.com/what-is-environmental-science-and-its-components.php
4	Journals	<ul style="list-style-type: none"> • Current Science, ISSN No. 0011-3891 • Every Thing About Water • Down to Earth • Resonance, ISSN No. 0971-8044 • Journal of Earth System Science, ISSN No .2253-4126

5	Supplementary Reading	<ul style="list-style-type: none">• National Geographic• Down to Earth, CSE
6	Practical Components	<ul style="list-style-type: none">• Field visit to study pond water & forest Ecosystem.

Semester	II	Total Credit	2
Course Code	GE 201(C)	Credit Pattern	L-20, T-5, P-5
Course Title	INDIAN SOCIAL PROBLEMS AND SOCIAL SERVICES		

Course Outcomes: Students will be able to

1	Implement various social welfare services provided by GO's & NGO's
2	Asses the socio- economic factors and their implications of beneficiaries

Syllabus:

Unit Number	Contents	Number of Session	
1	Genesis and nature of various categories of Social Problems Definition of Social deviance and control, social disorganization and social problems, study and analysis of specifics social problems in relation to their nature, causative factors, extent and magnitude	L=10	
		T=3	P=2
2	An overview of major social problems, Juvenile delinquency, Crime, Prostitution, Dowry, AIDS, Beggary-Alcoholism and Drug Addition.	L=10	
		T=2	P=3

Learning Resources:

1	Text Books	<ol style="list-style-type: none"> Ahuja R 1993 Indian Social System-Rawat Publication New Delhi. Akbar M.J. 1988 Riot After Tiot; Reports on caste & Communal Violence in India New Delhi : Penguin Books. Bardhan P. 1984 the Political Economy of Development in India Delhi: Oxford Press. Betelle A. 1966 Caste, Class and Power Bombay: Oxford Uni, Press. Black C.E. 1966 The Dynamics of Modernization: A study in Comparative History New York: Harper & Row. Madan G.R. 1985 Indian Social Problems Vol. I and II Allied Pub. Pvt. Ltd. Bombay.
2	Reference Books	<ol style="list-style-type: none"> Coser I.A. 1956 The functions of Social Conflict Glencoc Illinois; Free Press. Dahrendorf R. 1957 Class & Class ' Conflicts in an Industrialized Society London Routldge&Kengan Paul. Dandekar V.M. 1977 Nature of Class Conflict in the Indian Society Bom Bharat Foundation. Das A. & Nilkanth V. (Ed.) 1979 Agrarian Relations in India Delhi: Manohar.
3	Website	https://journals.sagpub.com www.ndpublisher.in www.ukessays.com www.open.edu7.sociology
4	Journals	International Journal of Social Science

		Indian Journal of Social Work
5	Supplementary reading	Encyclopedia in Social Work Vol-I & II Dictionary of Social Work
6	Practical Component	<ol style="list-style-type: none"> 1. Visit to various NGO's 2. Concurrent Field Work 3. Case studies on various social problems 4. Organized Group discussion with problematic 5. Celebrate different days related to Social issues.

Semester	II	Total Credit	2
Course Code	GE 201(D)	Credit Pattern	L-30, T-8, P-7
Course Title	OFFICE AUTOMATION		
Course Objectives			
1	To teach basic concepts about computers and peripheral devices		
2	To explain the concept of computer languages and features of operating system		
3	To demonstrate use of Word processor for documentations.		
4	To explain effective use of presentation technology.		
5	To demonstrate use of spreadsheet for analysis of data		
Course Outcomes			
After completion of this course the student will be able to:			
1	Understand basic concepts and computer terminology.		
2	Use operating system features		
3	Prepare proper documents		
4	Prepare effective presentation		
5	Analyze any data with the help of spreadsheets.		

Unit Number	Contents		
1	Introduction to Computer, Concept of Operating System & Word Processing Definition of Computer, Characteristics & Limitations of Computer, Generations of Computer, Block Diagram of Computer, Concept of Hardware and Software, Operating System: Function of Operating System, Types of O.S., Features of Windows Operating System, Default Icons on Desktop – My Computer, Recycle Bin, My Network Places and Internet Explorer, Important Terms in Windows – Icons, Desktop, Folder, Star Button, Concept of Cut, Copy and Paste operation, Concept of Start Button MS-Word: Component of MS-Word window, Page-Setup in MS-Word, How of Print Document, Formatting the Document, Inserting & Formatting table, Inserting various objects in the document, Mail-Merge Utility, Cursor Control Keys,	L=3	
		T=1	P=0
2	Data Analysis Through Excel and Presentation Techniques. MS-Excel: Features Of Excel, Formatting Work Sheet- Formatting cell, conditional formatting, Lookup Functions, IF, SUM, SUMIF, SUMIFS, COUNT, COUNTIF, COUNTIFS, COUNTBLANK Functions, Function For Financial Decision – PV, FV, PMT, PPMT, IPMT Functions, TEXT Functions, Date and Time Functions, Decision Making Using – GoalSeek, Scenario Manager, Basic Data Analysis – Sorting, Summarizing, Filtering, Validating Data, Summarizing Data With Chart, Describe Data Using Pivot Table, MS-PowerPoint: Factors To Be Considered Before Creating A Presentation, Creating and	L=3	
		T=1	P=0

	setting Presentations With PowerPoint, Applying Animation Effects, Slide Transition Effects, Views In PowerPoint, Use of Text, Images, ClipArt's, Hyperlinks, Video and Audio and Action Buttons In Presentation,		
Learning Resources			
1	Text books	<ol style="list-style-type: none"> 1. Computer Fundamentals by P. K. Sinha & Priti Sinha, 5th edition, BPB pub. 2. Computer Fundamentals by Balguruswami 3. Microsoft Office 2013 All-In-One For Dummies By Peter Weverka, Wiley India Pvt Ltd, ISBN 10: 812654175X 4. Microsoft Office 2010 Digital Classroom by AGI Creative Team John Wiley & Sons; Pap/Psc edition (1 March 2011) ISBN-10: 0470577770 5. Operating System Concepts: International Student Version By <u>Silberschatz</u> Wiley; Eighth edition (20 April 2009) ISBN-10: 8126520515 	
2	References	<ol style="list-style-type: none"> 1. Microsoft Office 2010 Bible By <u>John Walkenbach</u> Wiley India Private Limited (28 September 2010) ISBN-10: 8126528397 2. Microsoft Windows Operating System Essentials By <u>Tom Carpenter</u> John Wiley & Sons (9 February 2012) ISBN-10: 1118195523 3. Microsoft Windows Operating System Essentials By <u>Tom Carpenter</u> ISBN: 978-1-118-19552-9 4. Fundamentals Of Computers 5Ed By V. Rajaraman Publisher: Phi Learning Pvt Ltd ISBN 10: 8120340114 5. 	

Semester	II	Total Credit	2
Course Code	GE 201(E)	Credit Pattern	L-22, T-04, P-04
Course Title	PRINCIPLES OF ECONOMICS		

Course Outcomes: Students will be able to

1	Understand the micro variables and approach for microeconomic issues
2	Identify the macro variables in any economy

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Unit 1: Demand & Supply Analysis Basic Economic Concepts, Definitions of Economics, Branches or approaches to economics, Basic Economic Problems or the Central problems of a Society, Law of Diminishing Marginal Utility, Demand curve derivation and its properties, Elasticity of Demand Supply Analysis- Meaning, Types and Determinants of Supply, Supply Function and Law of Supply, Elasticities of Supply and Their Utilities.	L= 11	
		T= 2	P= 2
2	Unit 2. Market Theory & N.I Types of Markets, Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Features and price determination Basic Concepts of NI, GDP, GNP, etc, Estimation of NI and Difficulties, Circular Flow of Aggregate Income and Expenditure	L= 11	
		T= 2	P= 2

Learning Resources

1	Text Books	<ul style="list-style-type: none"> Paul Samuelson(2000), Economics, McGraw Hill Inc, New Delhi, Ahuja H.L, Modern Micro Economics, S Chand& Co., New Delhi, Koutsyanis (2015), Micro Economics. Jhingan M.L., Microeconomics, Vrinda Publications, New Delhi. C.Rangarajan and Dholokia B.H, Principles of Macro Economics, Tata Mcgraw-Hill, New Delhi, (1998). Blanchard, Olivier (2000), <i>Macroeconomics</i>, Prentice Hall.
2	Reference books	<ul style="list-style-type: none"> Robert S Pindyck and Daniel L Rubinfeld(2017), Microeconomics, Pearson Education Ltd., UP Mankwin Gregory N(2016), Principles of Microeconomics, Cengage Learning India Pvt. Ltd. Hal R Varian(2015), Microeconomic analysis, Viva Books Pvt. Ltd., New Delhi Mankiw Gregory (2002), Macroeconomics, 5th Edition, Worth Publishers Ahuja H L(2015), Macroeconomics Theory And Policy, 19th Edition, SCHAND

		<ul style="list-style-type: none"> Gupta G S(2011), Keynesian and Post Keynesian
3	Websites	www.rbi.org.in www.mygov.gov.in www.cmie.com
4	Journals	Arth Samwad Economic and Political Weekly Indian-Economic-Journal Journal-of Indian-School-of-Political-Economy
5	Supplementary Reading	Economics Survey Union Budget of India
6	Practical Component	<ol style="list-style-type: none"> 1. Conduct consumer survey and identify consumer utility for various consumer goods 2. Review reference books on economics, and prepare a report on liner, cubic and quadratic production functions 3. Visit various service vendors and prepare a report on price determining factors and challenges for their products in the market

MBA – II
SEMESTER – III

Semester	III	Total Credit	4
Course Code	CC 301	Credit Pattern	L-45, T-8, P-7
Course Title	STRATEGIC MANAGEMENT		

Course Objectives	
1	To familiarize students with strategic management process in detail
2	To analyze organizations for strategy formulation and implementation.
3	To design various types of strategies for a given industry.
4	To evaluate an industry using various tools and techniques for strategic choice.
5	To be able to evaluate strategies implemented.
Course Outcomes Students should be able to:	
1	Discuss various concepts and theories in the field of strategic management.
2	Formulate various types of strategies for a given industry.
3	Evaluate an industry using various tools and techniques for strategic choice.
4	Critique strategies implemented.
5	Propose strategic approaches to managing a business successfully in a global context

Unit Number	Contents	Number of Sessions	
1	Introduction to Strategic Management & Environment (15) Introduction to Concept of Strategy and Strategic management; Importance of Strategy, Levels of Strategy, Strategic Management Process – Different Phases; Strategic Intent - Mission, Vision, Objectives. Formulation of strategic intent, methods of Goal Setting – MBO, Balance scorecard approach, Critical success Factors and Key Performance Indicators. Concept and Characteristics of environment, Components of external environment/ External Analysis, PESTEL Framework,	L=11	
		T=2	P=2
2	Internal Analysis & Corporate Strategies (15) Industry Analysis – Porter’s Five Forces Model, Internal Analysis – Resource Based view VIRO analysis, Approaches to internal analysis – SWOT Analysis, Value Chain Analysis, Financial Analysis Corporate strategies - stability strategy, expansion strategy, retrenchment strategy, combination strategy. Mergers and Acquisitions, Strategic alliances & Joint ventures – concept, reasons, Entry strategies for global market	L=12	
		T=2	P=1
3	Business Strategies & strategic Analysis (15) Business level strategy - cost leadership, Focus strategy Differentiation – Types – Advantages and Disadvantages – +`Blue, Red & Purple Ocean Strategy. Strategic choice process, corporate portfolio analysis, BCG Matrix, TOWS Matrix, GE nine cell , strategic choice at business level –Industry analysis, Competitor analysis. Strategic CSR.	L=11	
		T=2	P=2
4	Strategic Issues, (15)	L=11	

	<p>Strategic implementation issues - McKinsey's 7s framework approaches to resource allocation, structural issues – functional, product/ divisional, SBU structure, matrix, network, free form , behavioural issues- Strategic leadership, Corporate strategic communication.</p> <p>Strategic evaluation-importance, participant's barriers and requirements. Types of strategic control-operational control-Strategic process of Evaluation, techniques of strategic evaluation and control. Sustainability & strategic management- concept of TBL, Environmental & Social Impacts on Society</p> <p>Contemporary issues in strategic management.</p>	T=2	P=2
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Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text Books	<ol style="list-style-type: none"> 1. Azahar Kazmi, “Strategic Management & Business Policy”- Fourth Edition, The Mc-graw Hill Edition. 2. P.Subba Roa, “Business Policy & Strategic Management”, Himalaya Publication
2	Reference books	<ol style="list-style-type: none"> 1. Hoskisson, Hitt, Ireland & Manikuttu, “Strategic Management”- A south Asian Perspective Cengage Learning, 9th Edition. 2. Thomas wheelen, J David Hunger, Alan N Hofman & Charles E Banford, “Concepts in Strategic Management and Business Policy” Pearson Publication , 2018 3. Pradip Kumar Sinha, “Mergers, Acquisitions and Corporate Restructuring,” Himalaya Publishing House, 2019. 4. R M Shrivasta, “Management Policy and Strategic Management” Himalaya Publishing House,2014. 5. Fred R David & Forest R David, Strategic Management “,Pearson Publication , 16th Edition, 2017
3	Websites	www.mckinsey.com/in
4	Journals	<ol style="list-style-type: none"> 1. The Indian Journal of Indian Management & strategy 2. IUP Journal of Business strategy.
5	Supplementary reading	Business Standard : The Strategist supplement Economic Times
6	Practical component	Case studies and assignments on real life situations

Semester	III	Total Credit	4
Course Code	CC 302	Credit Pattern	L-44, T-8, P-8
Course Title	BUSINESS ETHICS AND CORPORATE GOVERNANCE		
Course Outcomes: At the end of the course Students will be able to			
1	Describe ethical decision-making framework.		
2	Analyze ethical and moral issues in life and in Business.		
3	Examine the evolution of Corporate Governance in India.		
4.	Generalize Principles of Good corporate governance.		
Unit Number	Contents	Number of Sessions	
1	Unit 1: Introduction to Business Ethics Concept of Ethics, Nature and Characteristics of Business Ethics, Doctrine of Karma, Causes of Unethical Behaviour , Work Ethics, Code of conduct for business, Ethical decision making frameworks, Ethical theories: Rights Theories, Justice Theories, Utilitarianism, The Virtue Approach, The Common Good Approach.	L=11	
		T=2	P=2
2	Unit 2: Ethical issues : Identification and Solutions Ethical Dilemma, Resolution of ethical dilemma, Fostering ethics, Whistle blowing concept and policy, Corruption, Bribery. Ethical issues in Global Business, Concept of sustainability reporting, Ethics in various functional areas- Marketing, Advertising, HRM, Accounting, Ethics in environment protection.	L=11	
		T=2	P=2
3	Unit 3 : Introduction to Corporate Governance Corporate Governance – Concept, Objectives, History ,Issues in Corporate Governance, Elements of good Corporate Governance, OCED Principles of Corporate Governance, Corporate citizenship, Corporate Social Responsibility and Stakeholders Role, Triple Bottom line and Carroll's model of CSR.	L=11	
		T=2	P=2
4	Unit 4 : Corporate Governance in India. Naresh Chandra Committee Recommendations, Narayan Murthy Committee Recommendations, The Cadbury Committee, Recommendations in Companies Act 2013, Amendments by Indian regulators pertaining to Corporate Governance. Recent Developments in India- Corporate Governance Score card, Corporate Governance Awards. Role of Board of Directors, Types of Directors and their Functions, Independent Directors- Functions and Role, Ethics committee.	L=11	
		T=2	P=2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources

1	Text Books	1. Business Ethics and Corporate Governance , B.N.Ghosh, Tata Mcgraw Hill
2	Reference books	<ol style="list-style-type: none">1. Fernando A.C. , Corporate Governance,Principles, Policies and Practices, Pearson Education2. Business Ethics and Corporate Governance , B.N.Ghosh, Tata Mcgraw Hill3. Business and Government , Francis Cherunilam , Himalaya Publishing House4. Joffy George, The Art of Corporate Governance5. SEBI Regulations 20156. Shaw W.H, Business ethics, Thomson7. Ferrel O.C., Farell Linda, Business Ethics, Ethical decision making and cases, Biztantra
3	Websites	www.onlineethics.org www.oecd.org
4	Journals	<ol style="list-style-type: none">1. Business Express2. Bloomberg Business Week3. Business India
5	Supplementary Reading	1. The Economics Times
6	Practical Component	<ol style="list-style-type: none">1. Studying Governance system of any company and classifying it into different types of systems which are studied and justifying why such system is chosen by that organization.2. Preparing the code of conduct of any five business organization.3. Class debate on ethical dilemma.4. Identify three ethical business organizations and list their ethical norms.5. Library Exercise on Corporate Governance activities undertaken by any of two company

Semester	III	Total Credit	4
Course Code	CC Spl-I-304 (A)	Credit Pattern	L-45, T-6, P-9
Course Title	INTERNATIONAL TRADE AND FINANCE		

Course Outcomes: The students will able to learn:	
1	Assess foreign exchange rates and develop export trade document.
2	Apply international finance terms in trade.
3	Evaluate foreign direct investment design.

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction to International Finance: concept and Principals of International Trade – Theories of International Trade – Comparative Advantage – Absolute Advantage – Hecksher Ohlin Theory – Imitation Gap Theory- Barriers to International Trade –Indian EXIM Policy. Concepts of DTAA and International Taxation.	L=11	
		T=2	P=2
2	Export and Import Finance: Special need for Finance in International Trade –Terms used in International Trade (FOB, CIF, etc.,) – Payment Terms – Letters of Credit and its types – Pre Shipment and Post Shipment Finance – Forfaiting –Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.	L=12	
		T=1	P=2
3	Foreign Exchange Markets: Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations –Forward, Futures and Currency options -Determination of Foreign Exchange rate and Forecasting – Law of one price – PPP theory – Interest Rate Parity – Exchange rate Forecasting. Two way and three way arbitrage, arbitrage with IRP and PPP.	L=11	
		T=1	P=3
4	Determination and Forecasting of Exchange Rates: Currency risk management – Measuring and Managing Transaction – Translation and Economic Exposure. International Cash Management – Cost Of Capital for Foreign Direct Investment – Designing Global Capital Structure. Foreign Direct Investment – Cost and Benefits. Derivatives in International Trade Important Export trade documents, like Proforma, commercial, legalized, invoice, packaging list, bills of leading, airway bill, insurance policy, export incentive, duty exemptions, export house.	L=11	
		T=2	P=2

Note: Practical Problems to be covered on

1. Calculation Of Foreign Exchange Rates – Forward Rates, Premium Discounts on forward rates
1. Simple problems on pay off from Derivatives
2. Arbitrage

Learning Resources

1	Text Books	<ol style="list-style-type: none"> 1. Kapil Sheeba, "Financial Management" Pearson Publication House. 2. Jonathan Berk, Peter, "Financial Management" Pearson Publication House. 3. Sharan Vyuptakesh, "Fundamentals of Financial Management" Pearson Publication. 4. James C Van harne, "Financial Management & Policy" Pearson Publication House. 5. ICSI: Handbook on Mergers Amalgamations and takeovers.
2	Reference Books	<ol style="list-style-type: none"> 1. Jeevanandam .C, INTERNATIONAL BUSINESS, M/s Sultan & Chand, Delhi, 2008 2. Sumathi Varma, INTERNATIONAL BUSINESS, <i>Ane, Delhi, 2010</i> 3. P.G. Apte – "Global Business Finance" – Tata McGraw Hills. 4. P.G. Apte – "International Finance Management" – Tata McGraw Hill 5. V.K. Bhalla – "International Financial Management" – Prentice Hall 6. Khan & Jain, "Financial Management", Tata Mcgraw Hill, 6th edition. 7. R.P.Rustagi, "Financial Management", PHI,10th edition.
3	Websites	<p><u>INFLIBNET</u> http://nlist.inflibnet.ac.in</p> <p><u>J-GATE</u> http://jgateplus.com</p> <p><u>EBSCO</u> http://search.ebscohost.com</p> <p>Library online Opac Address: http://192.168.1.111:8080/opac</p> <p>*For INFLIBNET individual usernames and passwords are already given. Use the same</p>
4	Journals	<ul style="list-style-type: none"> • Prabhandan: Indian Journal of Management • IUP Journals • ICSI Journals • Finance India • Indian Journal of Finance (New Sub.) • Journal of Accounting & Finance etc.
5	Supplementary Reading	<ul style="list-style-type: none"> • Financial Express • Economics Times • Business Standard • Times of India • Indian Express.
6	Practical Component	<ul style="list-style-type: none"> • Calculation Of Foreign Exchange Rates – Forward Rates, Premium Discounts on forward rates • Simple problems on pay off from Derivatives • Problems on arbitrage • Financial statement analysis using Proves-IQ • Companies Financial Reports & Corporate case studies.

Semester	III	Total Credit	4
Course Code	CC Spl-I-304 (B)	Credit Pattern	L-45, T-8, P-7
Course Title	EMPLOYEE RELATIONS AND LABOUR LAW		
Course Outcomes : Students will be able to			
1	Discuss the concepts and theories to manage Industrial Relations and Labor Laws		
2	Apply the concept of industrial relations, legal issues to the system in which it operates.		
3	Analyze industrial Related legal issues used in the resolution of conflict.		
4	Critically evaluate emerging trends in employment law		
5	Design the collective bargaining process, including preparation, negotiation, and settlement.		

Unit Number	Contents	Number of Sessions	
1	Industrial Relations and Trade Union:- Industrial Relations:- Concepts of Industrial Relations, Approaches to Industrial Relations, Role of Employer/Management, Trade Union and Government in Industrial Relations. Trade Union:- Purpose, Functions of trade unions, Problems of Trade unions, Measures to strengthen Trade Union, Recognition of Trade Union as Collective Bargaining Agent. Trade Union Act (1926), Standing Order	L=11	
		T=2	P=2
2	Collective Bargaining and Industrial Unrest: - Collective Bargaining:- Structure, Procedure and machinery for collective bargaining process, Negotiation Skills, Productivity Bargaining, emerging trends in collective bargaining. Industrial Unrest: Causes of Industrial Disputes, Prevention and Settlement of Industrial Disputes- Relevant Provisions related to Industrial Disputes Act, 1947. Purpose and procedure of disciplinary action, Meaning and scope of misconduct	L=12	
		T=2	P=1
3	Positive Employee Relations and Labour Laws:- Building positive employee relations, Participative Management:- Workers participation in Management (statutory and Non statutory Schemes), VRS:- Reason and acceptance of VRS, Management of Sexual Harassment and Sexual Harassment Laws in India,	L=11	
		T=2	P=2
4	Social Security for emotional Bondage:- Social Securities in India, ESI Act 1948, Workmen's Compensation Act, Maternity Benefit Act 1961, The employees Provident Fund Act, 1952. Payment of Gratuity Act 1972, and Management of Contract Labour.	L=11	
		T=2	P=2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text Books	<ol style="list-style-type: none">1. Mamoria C.B, Dynamics of Industrial relations, Himalaya Publishing House2. A.M.Sarma, Industrial Relations, Himalaya Publishing House
2	Reference books	<ol style="list-style-type: none">1. ArunMonappa, Industrial Relations, Tata McGraw Hill Publishing Company Ltd.2. Dhyani S.N., Industrial Relations Systems, Printwell Publishers3. John Fossum, Labour Relations, Development, Structure, Process, McGraw Hill Education4. Michael R Carrell and Christina Heavrin, Labour Relations and Collective Bargaining- Private and Public Sectors, Merrill5. PromodVerma, Management of Industrial relations, Reading and Cases, Oxford and IBH Publications6. Singh B.D., Industrial Relations –Emerging Paradigms, Excel Books7. Srivastava S.C., Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd.,
3	Websites	<ol style="list-style-type: none">1. www.ILO.org2. www.labour.nic.in3. www.labourstat.org
4	Journals	<ol style="list-style-type: none">1. Indian Journal of Industrial Relations2. Indian Labour Journal3. Current Labour Report4. Labour Law Journal
5	Supplementary Reading	<ol style="list-style-type: none">1. Labour Law Journals2. https://www.thehindubusinessline.com/opinion/the-recognition-question-in-trade-union-law-ep/article24988006.ece3. https://www.labourfile.org/rights-of-women.aspx/
6	Practical Component	<ol style="list-style-type: none">1. Role Play exercise on Collective Bargaining2. Arrange a debate in the classroom about rights and duties of trade union of workers.3. Students will draft a standing order for certification for a newly started garments factory employing 300 workers.4. Students will draft a charge sheet about a list of allegations reported against an employee of an organization.5. Interaction with Trade Union Leaders to identify challenges faced by them and present in class.

		<p>6. Students will prepare a policy document to prevent sexual harassment at workplace.</p> <p>7. Study the procedure including the documents required for PF and Gratuity benefit.</p> <p>8. Role Play on Economic Coercion</p>
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Semester	III	Total Credit	4
Course Code	CC Spl-I-304 (C)	Credit Pattern	L-45, T-8, P-7
Course Title	BUYING BEHAVIOUR PAPER-I		
Course Objectives			
1	Students will understand concepts related to buying behavior.		
2	Students will become familiar with marketing and CRM strategies.		
Course Outcomes: Students will be able to;			
1	Explain the conceptual aspects of buying behaviour		
2	Analyse factors influencing on buying behaviour		
3	Design Marketing and CRM strategies.		
4	Evaluate marketing situations		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Unit I Consumer Behaviour I Meaning, Nature, scope, concepts. Buying Process, Models of consumer Behaviour, Organisational buying behaviour. Values & Lifestyle marketing.	L=11	
		T=2	P=2
2	Unit II Consumer Behaviour II Influences of consumer behaviour on individual, group. Perception, Motivation & Involvement. Attitude & change learning, memory. Personality & self-concept reference group influence, dynamics. Family Life cycle & its influence. Cultural influences.	L=12	
		T=2	P=1
3	Unit III Strategic Marketing - Strategic marketing management concept & overview, process, formulation & implementation, sustainable competitive advantages. Types of competitive strategies adopted by goods & services in market environment. Strategies for declining markets	L=11	
		T=2	P=2
		L=11	

4	<p>Unit IV</p> <p>Customer Relationship Management</p> <p>Customer relationship management importance, process, framework, customer relationship marketing, Creating value for customers, customer loyalty, Customer life time Value, use of technology in CRM.</p>	T=2	P=2
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Learning Resources		
1	Text Books	<ol style="list-style-type: none"> 1. Kotler Philip, “Marketing Management 17th Edition 2015”, Prentice Hall of India, New Delhi. 2. Saxena Rajan, “Marketing Management 2nd Edition 2002”, Tata McGraw Hill, New Delhi
2	Reference books	<ol style="list-style-type: none"> 1. V.S.Ramaswamy and S.Namakumari -Marketing Management –Macmillan Business Books 2. Arunkumar, M Meenakshi- Marketing Management-Vikas Publication 3. Walkar, Boyd, Mullins And Larreche. "Marketing Strategy. A Decision Forced Approach", Tata Mcgraw Hill 4th Edition. 4. Kaushal H., “Case Study Solutions in Marketing”, McMillan India 2001 5. Baker, M. (2000) Marketing Management and Strategy, 3rd edition, Macmillan Business 6. S.A. Chunawalla ‘‘Commentary on Consumer behaviour’’ 7. Nair Suja- R Consumer Behaviour Text & Cases 8. Consumer Protection Law & practices Niraj Kumar & Nair suja 4th Edition
4	Journals	<ol style="list-style-type: none"> 1. Indian Journal of Marketing 2. IUP Journal of Business Strategy 3. Current Contents In Management Marketing
5	Supplementary Reading	<ol style="list-style-type: none"> 1. The Economic Times 2. Business Standard
6	Practical Component	<ol style="list-style-type: none"> 1. Group Activity based on all units 2. Conduct different business games relevant to subject 3. Take Case discussion on all units 4. Show videos of subject related concepts to the students 5. Library assignment on all units

Semester	III	Total Credit	4
Course Code	CC Spl-I-304 (D)	Credit Pattern	L-44, T-8, P-8
Course Title	AGRI-BUSINESS, ENTREPRENEURSHIP AND COOPERATIVES		
Course Out Comes: Students will be able to			
1	Explain the concepts of Agribusiness, Entrepreneurship and Cooperatives		
2	Make use of conceptual framework for the development of cooperatives and agribusiness sector		
3	Evaluate the role of national and international institutions in agribusiness sector		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Agri Business, Agro Based Industries and Issues: Salient features of Rural Economy, The concept of Agri-business, Historical Review, Scope, Nature of Successful Agri-business, Specific Areas of Agri Business, Agro Based Industries and Issues: New paradigms in Horticulture, Floriculture and Food Processing sectors, Indian Exports and Agriculture Sector: Export oriented Agribusiness, Technology and Agri-Business: Role and Importance, Bio-Technology and Agri-business, Socioeconomic and Environmental Impact of agribusiness	L=11	
		T=2	P=2
2	International Organizations and Agri-Business: WTO and FAO: Functions and Role in Agriculture, Trade liberalization and World Trade Agreements relating to Agriculture Trade, Agreement on Agriculture (AOA), Import and Export Procedures for agri products, Strategies of Exports for agro based industries, Services under Agri-business, Recent trends in Agri Business Management	L=11	
		T=2	P=2
3	Introduction to Agripreneurship: Concepts of Rural Entrepreneurship, Endowment Of Skill Sets And Natural Resources In Rural India, Aims Of Rural Entrepreneurship, Barriers To Entrepreneurship In Rural India, Process Of Entrepreneurship, Rural Applicability, Skills Requires To Succeed, Government Training Programs And Public Private Partnership, ICT and Rural Entrepreneurship	L=11	
		T=2	P=2
4	Co-Operation and Agri Business (6) Introduction to Cooperatives: Definition, Evolution, Principles and Benefits Of Co-Operatives, Cooperatives and Other forms of Business Enterprises, Co-and their Economic And Legal Differences, The organizational structure of Co-Operatives: Functions, Role, Powers And Responsibilities of entities, Outline Of Good Co-Operative Management, Co-Operative Structure and Development in Farming: Credit, Marketing, Dairy Etc. - Problems and Prospects, Development of Sugar and Dairy Co-Operatives in Maharashtra	L=11	
		T=2	P=2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources

1	Text Books	<ol style="list-style-type: none"> 1. Smitha Diwase, Agri-Business Management, 2. Subhash W. Bhave: "Agri Business Management in India" 1997. 3. B.S. Harsha: "Agri Business" 2003. 4. B.S. Mathur: "Co-Operation". Sahitya Bhavan, Agra, 1999. 5. V. Sharda: "The Theory of Co-Operation". Himalaya Publishing, 1999.
2	Reference books	<ol style="list-style-type: none"> 1. RD. Bedi: "Theory, History and Practice of Co-Operation". Loyal Books Depot, 1997. 2. R Rajagopalan (Ed), "Rediscovering Co-Operation Vol I,II And III", Irma, Anand, 1996. 3. P.R Dubhashi, "Principles and Philosophy of Co-Operation". VMNICM, Pune, 1970. 4 4. B.P. Sinha: "Co-Operation: Instrument for Socio .Economic Justice". Himalaya Publishing House, New Delhi, 1992. 5. Divakar Jha: "A Perspective on Co-Operative Marketing" Vikas Publishing House, New Delhi, 1997.
3	Websites	<ul style="list-style-type: none"> • www.agriculture.gov.in/ • www.manage.gov.in • www.ica.coop/ • www.apeda.gov.in
4	Journals	<ul style="list-style-type: none"> • Journal of Agribusiness • Vikalpa • Journal of Cooperative • Sugar cooperatives
5	Supplementary Reading	<p>Kurukshetra journal MANAGE study material</p>
6	Practical Component	<ul style="list-style-type: none"> • Prepare report on agriculture sector development in the country in the recent times by visiting to Ministry of Agriculture and Forestry department website and recent Economic Survey of the country • Visit any agro-based unit nearby, have an implant training for one year and submit a 3 page report • Interact with any one Farming Cooperative society and make a SWOT analysis for it • Make a video case study of an agripreneur of your area

Semester	III	Total Credit	4
Course Code	CC-Spl-I-304 (E)	Credit Pattern	L-44, T-8, P-8
Course Title	LOGISTICS & SUPPLY CHAIN MANAGEMENT		
Course Objectives:			
1	To make students understand fundamental concepts and principles of Logistics & Supply Chain Management.		
2	To make students understand supply chain metrics & decisions, supply chain coordination & planning.		
3	To introduce students to Global Supply Chain Operations.		

Course Outcomes: Students will be able to;	
1	Describe the concepts of Logistics and Supply Chain Management
2	Apply appropriate Logistics and Supply Chain Distribution Strategies in the organization
3	Analyze Supply Chain Planning and Coordination strategies
4	Evaluate the recent developments in Logistics and Supply Chain Management.

Note:

1. Case studies on each of the aspects mentioned in the syllabus need to be discussed.

Unit Number	Contents	Number of Sessions	
1	INTRODUCTION TO LOGISTICS MANAGEMENT Definition & Meaning of Logistics, Principles of Logistics, Activities of Logistics: Transportation, Warehousing, Packaging, Material Handling. Need of Collaborative Relationship & Alliance, Principles, Advantages, Disadvantages. Logistics Outsourcing Activities: 3PL+4PL=7PL, Risk of Outsourcing.	L=11	
		T=2	P=2
2	ESSENTIALS OF SUPPLY CHAIN MANAGEMENT Concept & Definition of Supply Chain Flows in SCM, Drivers of SCM, Push/Pull SCM, SC Network Decisions. Distribution Strategies: Milk Runs, Hub & Spoke System, Cross Docking, Pool Distribution, Direct Shipping. Bullwhip Effect, Measuring Performance of SCM, Recent Trends In Supply Chain: Agile Supply Chain, Green Supply Chain, Lean Supply Chain, E-Supply Chain, E-Commerce Supply Chain.	L=11	
		T=2	P=2
3	SUPPLY CHAIN PLANNING & COORDINATION Demand Planning & Forecasting, Characteristics of Forecasting, Forecasting Methods, Time Series Forecasting, Moving Averages, Forecasting Errors, Collaborative Planning Forecasting Replenishment (CPFR). Mass Customization: Drivers, Characteristics, Methods, Advantages, Disadvantages. (Numerical Treatment on Forecasting).	L=11	
		T=2	P=2
4	GLOBAL SUPPLY CHAIN OPERATIONS	L=11	

2. Video cases and documentary films relating to the syllabus to be exhibited in the class.

Learning Resources

	Global SCM, International Transportation: Sea, Air, Land, Multi-Modal Transportation. Containerization, International Documentation for Import/Export, Customs Clearance Formalities, Packaging for Export, International Logistics Infrastructure, Electronic Data Interchange (EDI). Supply Chain IT Framework: Barcoding & Scanning, RFID, EPOS, Image Processing, GPRS.	T=2	P=2
1	Text Books	<ol style="list-style-type: none"> 1. Janat Shah, Supply Chain Management 2/e: Text and Cases, Pearson Education India 2. S. L. Ganapathi & Nandi, Logistics Management, Oxford University Press 3. Sunil Chopra, Peter Meindl & D. V. Karla, Supply Chain Management, Sixth edition by Pearson Education India 4. Satish C Ailawadi & Rakesh P Singh, Logistics Management, Prentice Hall India Learning Private Limited 	
2	Reference books	<ol style="list-style-type: none"> 1. David Simchi-Levi, Philip Kaminsky, Designing and Managing the Supply Chain 3rd Edition, McGraw Hill Education 2. Donald J. Bowerox, Tata Mcgrawhill Edition "Supply Chain Logistic Management" 3. N. Chandrasekaran, Supply Chain Management: Process, System & Practice, Oxford University Press 	
3	Websites	<ol style="list-style-type: none"> 1. https://www.managementstudyguide.com/supply-chain-management-articles.htm 2. https://lecturenotes.in/materials/17685-note-of-supply-chain-management-by-dr-panneerselvam-s 3. https://www.aims.education/study-online/supply-chain-management-notes/ 4. http://www.eilmuniversity.co.in/downloads/Import-Export-Management.pdf 5. http://www.pondiuni.edu.in/storage/dde/downloads/ibiii_exim.pdf 	
4	Journals	<ol style="list-style-type: none"> 1. Supply Chain Management: An International Journal - Emerald Insight 2. Journal of Supply Chain Management - Wiley Online Library 3. Supply Chain Management Journal 4. The International Journal of Logistics Management - Emerald Insight 	
5	Supplementary Reading	<ol style="list-style-type: none"> 1. Ram Singh, International Trade Logistics, Oxford University Press 2. C. Rama Gopal, Export Import Procedures - Documentation and Logistics, New Age International Publishers 3. https://www.managementstudyguide.com/import-and-export-management-articles.htm 	
6	Practical Component	<ol style="list-style-type: none"> 1. Studying Supply Chain Distribution of any organization and classifying it according to different types of strategies which are studied and justifying why such system is chosen by that organization. 2. Identifying and visiting local business to study its Logistics & Supply Chain Strategies. 3. Group Discussion on Recent Trends in Supply Chain Management. 4. Identifying and visiting local Import/ Export Agency to study International Documentation required for Import/Export. 	

Semester	III	Total Credit	4
Course Code	CC-Spl-I-304 (F)	Credit Pattern	L-45, T-8, P-7
Course Title	KNOWLEDGE MANAGEMENT AND ERP SYSTEM		
Course Objectives			
1	To understand the concept and importance of Knowledge Management.		
2	To know to enumerate knowledge management systems in the organization.		
3	To make sense of the technical aspects of ERP systems		
Course Outcomes: Students will be able to;			
1	Describe the Knowledge management strategies.		
2	Discuss KM, learning organizations, intellectual capital, and related terminologies in clear terms and understand the role of knowledge management in organizations.		
3	Cite the different technologies used in ERP.		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction and KM: Knowledge management. Types of Knowledge, Importance of KM, KM Roles and responsibilities, KM in Information Technology, KM In Indian Software organization, KM In Banking Sector, KM Life Cycle, The Zack KM Life Cycle, The Bukowitz, and Williams KM Cycle, The Wiig KM Cycle, major theoretical KM models: Von Krog and ROS, Nonaka, and Takeuchi, Choo sense-making KM model, Wig model,	L= 11	
		T= 2	P= 2
2	Knowledge Capture and codification: Tacit Knowledge Capture at individual and group level Explicit Knowledge codification, Knowledge Transfer, in the e-World, KM Tools and Knowledge Portals-Brain Storming, Learning and idea capture, peer Assist, Storytelling, Taxonomy, knowledge Base, Voice and VOIP, Knowledge Portal, Managing Knowledge Worker, Knowledge audit, KM team	L= 12	
		T= 2	P= 1
3	ERP Meaning and Nature: Concept and benefits of ERP, Characteristics of ERP, Requirements for effective ERP implementation, ERP Implementation methodology, ERP Related technologies-BPR, Supply Chain Management; Role of Suppliers, Consultants, and users; Contact with Vendors, Consultants, and Employees, ERP implementation life, ERP Market Place- SAP AG, people Soft, Baan Company	L= 11	
		T= 2	P= 2
4	Business Modules of ERP: ERP Softwares-e-CRM,e-HRM,e-Logistics, e-Documents, Manufacturing Module, Finance Module, HR module, Material Management, Sales and distribution Quality Management Module. Future directions in ERP, evaluation of ERP	L=11	
		T= 2	P= 2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class
- 3.

Learning Resources

1	Text Books	<ol style="list-style-type: none">1. Knowledge Leadership – Steven Cavaleri and Sharon2. Seivert with Lee W.3. Knowledge management – SheldaDebowski, Wiley India, 2007
2	Reference books	<ol style="list-style-type: none">1. Knowledge Management in Theory and Practice- KimizDalkir –2. Butterworth- Heinemann 2011
3	Website	<ol style="list-style-type: none">1. http://www.providersedge.com/docs/km_articles2. /km_and_corporate_culture.pdf www.rdocumentation.org3. https://www.bitpipe.com/tlist/Knowledge-Management.html.4. https://www.kmslh.com/blog/knowledge-management-portal-best-tool-for-knowledge-management
4	Journals	<ol style="list-style-type: none">1. Journal of knowledge management2. International Journal of Knowledge Management Studies3. Knowledge Management Research & Practice

Semester	III	Total Credit	4
Course Code	CC Spl II 305	Credit Pattern	L-45, T-6, P-9
Course Title	EQUITY MARKETS		

Course Outcomes	
	The students will be able to learn:
1.	Understand the concepts of financial markets, their working and importance.
2.	Illustrate the working and contribution of financial market to the Indian Economy.
3.	Analyze the linkages in the equity markets.
4.	Develop necessary competencies expected of a finance professional.

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction to Financial Markets: Types of Markets: Equity/ Debt/ Derivatives/ Commodities; Meaning and features of private, Public companies;	L= 11	
		T= 2	P= 2
2	Primary Market: Initial Public Offer (IPO); Book Building through Online IPO; Eligibility to issue securities; Pricing of Issues; Fixed versus Book Building issues; allotment of Shares; Private Placement.	L= 12	
		T= 1	P= 2
3	Secondary Markets: Role and functions of Securities and Exchange Board of India (SEBI); Depositories; Stock exchanges Intermediaries in the Indian stock market Listing; Membership; Trading Clearing and settlement and risk management; Investor protection fund (IPF); Derivatives: Index and Stock	L= 11	
		T= 1	P= 3
4	Valuation of Investments: Financial Statement analysis, time value of money, valuation models, fundamental analysis, technical analysis Recent Trends: Investment styles and trading strategies, portfolio management, corporate actions	L=11	
		T= 2	P= 2

Learning Resources		
1.	Text Books	1.Clifford Gomez, Financial Markets, Institutions and Financial Services, PHI Learning Private Limited 2. Prasanna Chandra, Investment Analysis and Portfolio Management, 5 th Edition Mc Graw Hill Education.
2.	Reference Books	1.Jeff, Madura, 2004, Financial Markets Vol 2 Equity Markets,SagePublicaitons. 2.Naidu, G. Kumar Swamy, 2002, Equity Markets - A New Paradigm, ICFAI, Hyderabad
3.	Websites	1. https://www.nseindia.com/ 2. www.sebi.gov.in 3. www.investopedia.com 4. www.bseindia.com
4.	Journals	1.Indian Journal of Research in Capital Markets, April-June 2018, 2.Journal of Emerging Market Finance, IFMR 3.Indian Journal of Finance, 4.Capial Market 5.ArthaVijnana, Journal of the Gokhale Institute of Politics and Economics

		6.Finance India, Indian Institute of Finance
5.	Supplementary Reading	1.Financial Weekly, Mags, etc. 2.Current Affairs Weeklies, Magazines,
6.	Practical Component	1.List the Public Issues in Primary Market, which took place in the last six months, and provide the final listing price thereof. 2.List the names of any five Depository Participants operating in Kolhapur. Visit any one of them and discuss the account opening requirements with them, and submit a report of such discussion. 3.Provide the minimum amount required by a DP (having office in Kolhapur) for opening an account with them. Enquire the rate of brokerage applicable on various trades. Enquire about margin provided by the broker and rate of interest charged thereon. Submit a report of the discussion.

Semester	III	Total Credit	2
Course Code	CC 306	Credit Pattern	L-16, T-4, P-10
Course Title	RURAL BANKING AND FINANCIAL INCLUSION		

Course Objectives	
1	To expose the students to the functioning of rural credit institutions in India
2	Introducing the Prospects and problems of rural banking and
3	Explaining the concept of financial inclusion including priority sector

Course Outcomes	
	The students will able to learn:
1.	Various Rural Credit Institutions in India and their roles
2.	Challenges posed by Rural banking and Opportunities opened thereby
3.	Concept of financial inclusion, priority sector

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Rural India: Demographic features; Economic features; Rural poverty-main causes and methods of measuring rural poverty; Rural Infrastructure; Rural Development Policy; Govt. policies and programs; Economic Reforms and its impact on rural economy Financing Rural Development: Functions and policies of RBI and NABARD; Rural Credit Institutions-Role and functions -Role of Information and Communication Technologies in rural banking-Regulation of Rural Financial Services	L= 8	
		T=2	P= 5
2	Financial Inclusion: Concept and its role in inclusive growth- Micro credit, micro insurance scheme - Business Facilitators and Business Correspondents in rural financing- SHGs/NGOs, linkages with banking, latest guidelines of GOI and RBI Priority Sector Financing and Govt. Initiatives: Components of priority sector RBI Guidelines; Government initiatives: Poverty alleviation programmes/Employment programmes/Production oriented programmes-Rural housing and Urban housing schemes under priority sector-Educational loans	L= 8	
		T= 2	P= 5

Learning Resources		
1.	Text Books	<ul style="list-style-type: none"> • Indian Institute of Banking & Finance, Rural Banking, Mumbai
2.	Reference Books	<ul style="list-style-type: none"> • Vasantha Desai, Indian Banking-Nature and Problems, Himalaya Publishing House, Mumbai • Khan, M.Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi • Pai Panandikar & NC Mehra, Rural Banking, National Institute of Bank Management, Pune • Guruswamy, S., Banking in the New Millennium, New Century Publications, New Delhi • Uppal RK, & Rimpi Kaur, Banking Sector Reforms in India, New Century Publications, New Delhi • Indian Institute of Banking & Finance, Rural Banking, Mumbai • Uppal RK & Pooja, Transformation in Indian Banks-Search for better tomorrow, Sarup Book Publisher Private Ltd., New Delhi • Shyam Ji Mehrotra, New Dimensions of Bank Management, Skylark Publications, New Delhi
3.	Websites	<ul style="list-style-type: none"> • www.nabard.org • Mfinindia.org
4.	Journals	<ul style="list-style-type: none"> • Prajnan by NIBM, • Finance India, the quarterly journal of Indian Institute of Finance • Bank Quest- IIBF
5.	Supplementary Reading	<ul style="list-style-type: none"> • Current Affairs Magazines, financial dailies and magazines
6.	Practical Component	<ul style="list-style-type: none"> • Ascertain villages with more than one Bank Branches in the district of Kolhapur. • Ascertain villages with no bank branches in the district of Kolhapur

Semester	III	Total Credit	4
Course Code	DSE Spl I 301	Credit Pattern	L-45, T-6, P-9
Course Title	BANK FINANCIAL MANAGEMENT		

Course Outcomes	
	The students will be able to learn:
1.	Understand the concepts of financial markets and bank, their working and importance.
2	Develop necessary competencies expected of a banking professional
3	Develop skills for asset liability management in the context of bank financial management.

Syllabus:

Unit Number	Contents
1	Conceptual Framework: Overview of Financial System, Introduction to Financial Management in Banks, Financial Analysis of Banks
2	Management of Funds: Sources Management of Owned Funds, Management of Borrowed Funds, Cost of Funds, Investments Forms of Bank Investment, Long-term Investments, Short-term Investments, Investments in Guilds and other Financial Securities, Investment in Foreign Exchange
3	Financial Estimates and Projections: Estimation of Cost of Project & Means of Finance, Projection of Financial Statements & Profitability, Project Financing- Long Term Sources and Short-Term Sources, Classification of Internal and External Sources of Finance. Appraisal of Term Loans by Financial Institutions and Bank Financial Statement Analysis
4	Risk Management: An overview, Estimating/Forecasting of Risks, Measuring Risks, Management of Risks, Asset-Liability Management, Special Issues: Accounting Policies, Pricing of Bank Products & Services

Learning Resources		
1.	Text Books	<ol style="list-style-type: none"> IIBF, 2010, Bank Financial Management, Macmillan Publishers India Ltd. Chandra Prasanna (2014), Projects: Planning, Analysis, Selection, financing, McGraw-Hill India Pvt. Ltd., New Delhi. Kulkarni, P V. and Satyaprasad, B. G.(2011), Financial Management, Himalaya Publishing House, Mumbai. Rustagi, R. P. (2016), Fundamentals of Financial Management, Taxman Publication, New Delhi. Pandey, I. M. (2015), Financial Management, Vikas Publishing House, New Delhi.
2.	Reference Books	<ol style="list-style-type: none"> Sinkey, Joseph F., 1998, Commercial Bank Financial Management, Prentice Hall International, Inc. Ltd. Reddy, B.R., 2004, Management of Non-Performing Assets In Bank Financial Institutions, Serials Publications
3.	Websites	<ol style="list-style-type: none"> Bankingupdate.com Rbi.org.in

		3. https://www.ccilindia.com/Pages/default.aspx
4.	Journals	<ol style="list-style-type: none"> 1. Indian Journal of Finance, 2. Capital Market 3. ArthaVijnana, Journal of the Gokhale Institute of Politics and Economics 4. Finance India, Indian Institute of Finance
5.	Supplementary Reading	<ol style="list-style-type: none"> 1. Current Affairs Weekly, Magazines 2. Financial Dailies
6.	Practical Component	<ol style="list-style-type: none"> 1. Compare balance sheets of two banks and provide the result of the comparison in the form of a report 2. Prepare a report showing comparative position of tier-wise capital for five different banks 3. Discuss the investment patterns of banks having their HOs in Kolhapur and submit a report thereof. 4. Obtain the feedback of banks having their HOs in Kolhapur on the Risk Management as a critical banking function. 5. Preparation of projected financial statements in respect of proposed project. 6. Preparing project proposal for any proposed business unit.

Semester	III	Total Credit	4
Course Code	DSE Spl-II- 302(A)	Credit Pattern	L-45, T-6, P-9
Course Title	DIRECT & INDIRECT TAXES		
Course Outcomes: The students will able to learn			
1	Assess applicability of GST liability		
2	Analyze deductions from gross total income		
3	Evaluate the income under different heads and taxability		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Direct Tax Basics: Important definitions, incomes exempt under section 10, deductions from gross total income under chapter VI A, Statutory duties covered upon the assesses regarding payment of taxes, Filling of income tax, Maintenance of accounts and audit of accounts, acceptance and repayment of deposits, TDS and TCS.	L=11	
		T=2	P=2
2	Computation of Income: Computation of Income under different heads of income namely- salary, house property. Profits and gains from business and profession, Income from other sources , Presumptive Taxation	L=12	
		T=1	P=2
3	Introduction to GST: Existing Indirect Tax Structure in India, need of Constitutional Ammendment, Important Definitions under GST and Concept of Supply, Interstate and Intrastate Supply, Levy of GST.	L=11	
		T=1	P=3
4	GST Time and Place of Supply and Concept of Input Tax Credit (ITC): Time and Value of Supply, Place of Supply, Concept of Input Tax Credit, Blocked Credit, Input Tax Credit Rules, Transitional Provision.	L=11	
		T=2	P=2

Note:

1. Case studies on each of the aspects mentioned in the syllabus need to be discussed
2. Videos cassettes, CDS and documentary films exhibited

Learning Resources		
1	Text Books	<ol style="list-style-type: none"> 1. Kapil Sheeba, "Financial Management" Pearson Publication House. 2. Jonathan Berk, Peter, "Financial Management" Pearson Publication House. 3. Sharan Vyuptakesh, "Fundamentals of Financial Management" Pearson Publication. 4. James C Van harne, "Financial Management & Policy" Pearson Publication House. 5. ICSI : Handbook on Mergers Amalgamations and takeovers.
2	Reference Books	<ol style="list-style-type: none"> 1. Vinodkumar Singhania - Students Guide to Income Tax 2. Prasad Bhagawati – Incom Tax Law & Practice 3. Mehotra H.C. – Income Tax Law 4. Dinkar Pagare – Income Tax Law and Practice 5. Ahuja & Gupta – Systemetice Approach to Income Tax
3	Websites	<p><u>INFLIBNET</u> http://nlist.inflibnet.ac.in</p> <p><u>J-GATE</u> http://jgateplus.com</p> <p><u>EBSCO</u> http://search.ebscohost.com</p>

		Library online Opac Address: http://192.168.1.111:8080/opac *For INFLIBNET individual usernames and passwords are already given. Use the same
4	Journals	<ul style="list-style-type: none"> • Prabhandan: Indian Journal of Management • IUP Journals • ICSI Journals • Finance India • Indian Journal of Finance (New Sub.) • Journal of Accounting & Finance etc.
5	Supplementary Reading	<ul style="list-style-type: none"> • Financial Express • Economics Times • Business Standard • Times of India • Indian Express.
6	Practical Component	<ul style="list-style-type: none"> • Practical Problems on income tax efilling • Practical Problems on income from salaries • Practical Problems on TDS • Practical Problems on e-filing of GST • Financial statement analysis using Proves-Q • Companies Financial Reports & Corporate case studies.

Semester	III	Total Credit	4
Course Code	DSE Spl-II-302(B)	Credit Pattern	L-45, T-8, P-7
Course Title	STRATEGIC AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT		
Course Objectives			
1	To provide theoretical foundations of Strategic HRM to students and understand the role of HR as Strategic Partner.		
2	To equip students with the knowledge of HRM Practices in Multi-National Companies.		
3	To enable students to understand the implications of culture on HR Practices in MNCs.		
4	To enable students to understand HR interventions in successful cross-border Mergers and Acquisitions.		
Course Outcomes : Students will be able to :-			
1	Describe the different concepts in Strategic and International HRM.		
2	Interpret the implications of culture on HR Practices		
3	Evaluate different HR interventions in cross-border mergers and acquisitions.		
4	Adapt HR management practices in changing International scenario.		

Unit Number	Contents	Number of Sessions	
1	Meaning, Scope, definition of SHRM, Difference between SHRM and HRM, 5 P Model of SHRM, Linking HR Strategy with Business Strategy. Globalization: Drivers of Globalization, Effects of Globalization on HRM, Model of International HRM, Differences and similarities between DHRM and IHRM.	L=11	
		T=2	P=2
2	Multi-culturalism, Cultural pre-dispositions- Ethno-centralism – Polycentricism – Regio-centricism- Geocentricism. Geert Hofstede’s cultural dimensions, Communication, Leadership and Motivation across cultures, Issues in International Human Resource Planning, International Staffing: Linking staffing with stage of MNC	L=12	
		T=2	P=1
3	Identifying Potential expatriate, selection criteria of Expatriates, Challenges faced by Expatriates, Women Expatriates, Challenges and Advantages of Women expats, Process and Importance of Cross-cultural training, Emerging Trends. Issues in Performance Appraisal in International context.	L=11	
		T=2	P=2
4	Compensation Management: Objectives, Components of International compensation package. Cross-border Mergers and Acquisitions: Motives, HR Interventions in cross border Mergers and acquisitions. Repatriation: Reasons, Process, benefits from returnees, Challenges of re-entry, Tips for successful repatriation.	L=11	
		T=2	P=2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class.

Learning Resources

1	Text Books	<ol style="list-style-type: none">1. <u>Michael Armstrong, Angela Baron</u>, Strategic HRM: The Key to Improved Business Performance2. Charles Greer, Strategic HRM- Pearson Education.3. Monir H. Tayeb, International Human Resource Management - Oxford University Press, 2005.
2	Reference books	<ol style="list-style-type: none">1. Anne-Wil Harzing, Ashly Pennington, International HRMSage South Asia Edition.2. <u>Julia Connell, Stephen Teo</u>, <u>Strategic HRM: Contemporary Issues in the Asia Pacific Region.</u>3. A. Ghanekar, Strategic HRM, Everest Publishing House.
3	Websites	<p>www.shrm.com www.hbr.com www.citehr.com</p>
4	Journals	<ol style="list-style-type: none">1. The Journal of Indian Management and Strategy2. Human Capital3. Manpower Journal4. AIMS Journal of Management
5	Supplementary Reading	<ol style="list-style-type: none">1. online.wsj.com2. Magazines like Outlook, Time, India today
6	Practical component	<ol style="list-style-type: none">1. Debate on the cultural predispositions multinational context will be conducted in class2. Write an essay on “The challenges I would face if my company sends to on foreign assignment“.3. Case based on Recruitment strategy will be discussed and students will be asked to design and present the recruitment strategy for a given company.

Semester	III	Total Credit	4
Course Code	DSE Spl-II-302 (C)	Credit Pattern	L-45, T-8, P-7
Course Title	MARKETING SECTORS		MM II
Course Objectives:			
1	Students will become familiar with various aspects of marketing sectors		
2	Students will understand and implement concepts in marketing across different sectors.		
3	Students will understand the process of formulating marketing plans for various sectors.		
Course Outcomes: Students will be able to;			
1	Describe conceptual aspects of sectorial markets.		
2	Apply concepts for marketing of services & products across sectors		
3	Design marketing plans across various marketing sectors		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Unit I Industrial Marketing Introduction to concepts & history of Industrial marketing. Difference between consumer and industrial /business marketing. Organisational Markets & Marketing. STP & Marketing Mix for Industrial marketing. Blurring between B2B & B2C. Competitive tendering, bidding. Non tendering purchase, Solution selling. Advancing internet & marketing.	L=11	
		T=2	P=2
2	Unit II Services Marketing Concepts, Meaning, characteristics of services. Difference between service & product. Marketing of professional services. Marketing Mix, Service quality concept & model. Capacity & demand Management. Retaining customers. 7 Ps of services marketing. Sectorial application collectively & specifically to top ten sectors in India including health, education, financial services.	L=12	
		T=2	P=1
3	Unit III International Marketing Nature, scope, challenges in international markets. Concepts & theories overview. Trade distortions & market Barriers in world market environment. Financial environment & decisions. Current trends in import & export in international marketing. Process, procedure, opportunities from Indian & Asian perspectives. Global fact sheet for marketer	L=11	
		T=2	P=2
4	Unit IV Retail Management Introduction to retail markets & marketing overview. Retail evolution in India. Retail formats, marketing mix decisions. Franchising, Retail merchandise, objectives, process & factors affecting store layout & marketing mix decisions. Visual merchandising. Merchandising mix decision. Display, lighting, exhibition. Store location its evaluation. Build	L=11	
		T=2	P=2

	Lease or Buy decision.		
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Learning Resources			
1	Text Books	1. Industrial Marketing – Hill, Alexander, Cross 2. Industrial Marketing – P K Ghosh 3. Industrial Marketing-Krishna K. Havaldar Tata McGraw-Hill 4 .Strategic marketing: Text and Cases Paperback - <u>S Shajahan</u>	
2	Reference Books	1. Services Marketing People, Technology, Strategy – C. Lovelock, Jwirtz, J. chattarjee – Pearson Education 2. Services Marketing – Integrating Customer Focus Across The Firm – V. Ieithaml, D DGremler, M J Bitner, A Pandit – Tata McGraw Hill 3. Services Marketing – Dr. S. Shajahan – Himalaya Publishing House 4. “Services Marketing The Indian Experience” - Ravi Shankar 5. “ Business To Business Marketing” – Analysis And Practice In A Dynamic Environment - Thomson South Western- Vitale Giglierano 6. Strategic Marketing – Michel Porter 7. Strategic Marketing- 8 th Edition -Tata Mcgraw Hill 8. Strategic Market Management: Global Perspectives, <u>Damien Mcloughlin David A. Aaker</u> 9. MR Czinkota and I A Rankainen - International Marketing - Cengage Learning 10. U.C. Mathur- International Marketing Management : Text and Cases- Sage Publication 11. Francis Cherunilam - International Marketing- Text and Cases – Himalaya Publishing House 12. Ramaswam and Namakumari - Marketing Management – Macmillan Publication 13. B K Chaterji - Marketing Management : A Finance Emphasis– A Jaico Book	
3	Journals	1. Indian Journal of Marketing 2. IUP Journal of Business Strategy 3. Current Contents In Management Marketing	
5	Supplementary Reading	1. The Economic Times 2. Business Standard	
6	Practical Component	1. Group Activity based on all the units 2. Case study discussion on all units relevant concept of the subject	

		3. Take other activities i.e. - Business Games etc. 4. Library assignment on all units
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Semester	III	Total Credit	4
Course Code	DSE Spl-II-302 (D)	Credit Pattern	L-44, T-8, P-8
Course Title	RURAL AND AGRICULTURAL MARKETING		

Course Out Comes: Students will be able to	
1	Discuss the features of rural and urban markets for consumer goods and non-consumer goods
2	Apply rural marketing research techniques to understand the rural consumer behavior
3	Adapt marketing strategies suitable to rural markets and agricultural inputs

Syllabus:

Unit Number	Contents	Number of Sessions	
man1	Introduction To Rural Marketing: Definition, Classification And Characteristics Of Rural Markets; Problems And Constraints In Rural Marketing, Marketing Functions and Services: Marketing Institutions And Marketing Support Services, Rural Consumer: Classification and profile;	L=11	
		T=2	P=2
2	Rural Consumer Behavior and Rural Marketing Research: Rural Consumer Buying Behavior – Major Forces Influencing Rural Consumer Behavior, Rural Segmentation, Market Targeting and Positioning and Procedures for Rural Markets In India; Rural Marketing Research: Introduction, significance and sources of information, key decisions, approaches and tools of market research- case for innovation, participatory approaches, innovative tools, rural vs urban marketing research, rural research business, challenges in rural marketing research	L=11	
		T=2	P=2
3	Rural Marketing Planning And Strategy Development: Planning For Rural Marketing – Strategic Issues In Rural Marketing. Rural Product Strategy – Rural Pricing Strategy – Rural Distribution Strategy – Rural Promotion Strategy, Introduction to PRA Technique and its importance in Rural Marketing	L=11	
		T=2	P=2
4	Agricultural Marketing In India: Marketing Of Agricultural Products, Agricultural Marketing Process - Markets And Classification Of Markets – Methods Of Sales – Marketing Agencies, Introduction to Krishi Mandis and New FMCG Act, Marketing of Agricultural Inputs – Fertilizers; Seeds; Agrochemicals; Tractors; Farm Equipment; Irrigation Equipment and Animal Feed	L=11	
		T=2	P=2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text Books	<ol style="list-style-type: none"> 1. Ramkishan Y. (2004): New Perspectives In Rural And Agricultural Marketing, Jaico Publishing House, 2nd Edition 2. Pradip Kashyap, Rural Marketing, Pearson Publications 3. Badi and Badi: Rural and Agricultural Marketing, Himalya Publications
2	Reference books	<ol style="list-style-type: none"> 1. Sarwade W.K. (2006) : Agricultural Marketing – Vatsala Baliram Prakashan Kendra, Mumbai 2. Abbott J.C.; Makcham J.P. (1992): Agricultural Economics and Marketing in the Tropics. Elbs with Longman, 2nd Edition. 3. Singh G.N.; Singh D.S., Singh R.I: Agricultural Marketing in India, Analysis Planning and Development. Chugh Publications, Allahabad 4. Rajagopal (1993): Indian Rural Marketing, Rawat Publication. 5. Kamat M.; Krishnamurty R. (2003): Rural Marketing, Himalaya 6. Habeeb-ur-Rahman K.S. (2003), Rural Marketing In India; Himalaya 7. Gopalswamy T.P. (2006): Rural Marketing: Environment Problems and Strategies, Vikas 8. Verma S.B; Jiloka S.K. (2006): Rural Agricultural and Marketing, Deep and Deep
3	Websites	www.agriculture.gov.in/ www.manage.gov.in www.ica.coop/ www.apeda.gov.in
4	Journals	Rural Marketing Indian Journal of Marketing Vikalpa
5	Supplementary Reading	www.martrural.com www.ibef.org http://www.ruralrdc.com.au/
6	Practical Component	<ul style="list-style-type: none"> • Make a visit to any one of the marketing service agency identify their activities • Organize PRA Activity at your/ any village and identify the marketing opportunities for various product categories • Prepare a questionnaire and conduct rural market research for various product categories and submit analysis in report format

Semester	III	Total Credit	4
Course Code	DSE-Spl-II-302-(E)	Credit Pattern	L-44, T-8, P-8
Course Title	PURCHASING AND INVENTORY MANAGEMENT		

Course Objectives:	
1	To make students understand fundamental concepts, principles and practices of purchase management, including the basic functions of materials management.
2	To make students knowledgeable about theoretical aspects and practical application of Inventory Management.
3	To introduce students to modern concepts and trends in Purchase & Stores Management

Course Outcomes: Students will be able to;	
1	Describe the concepts of Purchasing and Inventory Management.
2	Apply Purchasing and Inventory Management Techniques at Manufacturing and Service Sector.
3	Analyze issues involved in Purchasing and Inventory Management.
4	Evaluate Purchasing and Inventory Management strategies.

Unit Number	Contents	Number of Sessions	
1	PURCHASING MANAGEMENT Introduction, to Materials Management, Purchasing Principles & Procedure, Practices & Policies of Purchasing, 5R of Purchasing, Objectives, Scope, Responsibilities & Limitations of Purchasing Management, Methods of Buying, Centralised & Decentralised Purchasing, Sources of Supply & Supplier Selection, Legal Aspects of Purchasing.	L=11	
		T=2	P=2
2	STORES MANAGEMENT Meaning of Store Management, Functions of Scientific Store Management, Benefits of Scientific Store Keeping, Types of Stores, Stores Procedure, Store Location & Layout, Centralised & Decentralised Store, Preservation of Stores, Storage Safety And Security Aspects, Standardization & Variety Reduction, Codification, Stock Taking.	L=11	
		T=2	P=2
3	INVENTORY MANAGEMENT & CONTROL SYSTEM Defining Inventory, The Need of Inventory & Its Control. Inventory Management: Objectives, Functions & Importance. Costs Associated with Inventory, Inventory Models: Basic EOQ Model, Quantity Discount Model, Safety Stock Determination, Replenishment Systems, Fixed Order Quantity (Q Model) Versus Fixed Time Period (P Model). (Numerical Treatment on Inventory Models)	L=11	
		T=2	P=2
4	STRATEGIC MATERIALS MANAGEMENT BoM, MPS, MRP I, MRP II, CRP, Vendor-Vendee Relations, Vendor Development, Vendor Evaluation & Rating Methods, Negotiations, Supplier Quality Assurance Programme, Material Accounting & Audit, Inventory Valuation, Worldwide Sourcing, Government Purchasing Practices & Procedure, Materials Management Information System (MMIS)	L=11	
		T=2	P=2

Note:

1. Case studies on each of the aspects mentioned in the syllabus need to be discussed.
2. Video cases and documentary films relating to the syllabus to be exhibited in the class.

Learning Resources		
1	Text Books	<ol style="list-style-type: none"> 1. K. K. Ahuja, Material Management ,CBS Publishers & Distributors 2. A.K. Datta, “Materials Management”, Procedure, Text & Cases, Prentice-hallof India Pvt. ltd, New Delhi. 3. K. S. Menon, Sarika Kulkarni, Purchasing and Inventory Management, SPD Publications 4. Dr. K. C. Jain and Jeet Patidar, Purchasing and Materials Management, S. Chand
2	Reference books	<ol style="list-style-type: none"> 1. Max Müller, “Essentials of Inventory Management” Amacom, 2003. 2. Richard J. Tersine, “Principles of Inventory and Materials Management” North-Holland, 2007.
3	Websites	<ol style="list-style-type: none"> 1. www.materialsmanagement.info/defscope/index.htm 2. http://www.materialsmanagement.info/inventory/functions-of-inventory.htm 3. https://www.managementstudyguide.com/inventory-management.htm 4. http://www.ispatguru.com/stores-management/
4	Journals	<ol style="list-style-type: none"> 1. Journal of Purchasing and Materials Management - Wiley Online Library 2. Journal of Purchasing & Supply Management - Journals - Elsevier 3. International Journal of Procurement Management (IJPM) 4. International Journal of Purchasing and Materials Management
5	Supplementary Reading	<ol style="list-style-type: none"> 1. P. Gopalakrishnan and M. Sundaresan, Material Management: An Integrated Approach, Prentice-Hall of India Pvt.Ltd 2. Robert M. Monczka and Robert B. Handfield, “Purchasing and Supply Chain Management” 6th Edition, Jan 2015.
6	Practical Component	<ol style="list-style-type: none"> 1. To interview Purchasing Manager of any local business to understand responsibilities and limitations of purchasing manager. 2. To visit any local manufacturing organization study functions of Store Management and storage security and safety aspects. 3. To interview Inventory Manager of any local business to study inventory control technique adopted by the organization. 4. Library Exercise on Materials Management Information System (MMIS) undertaken by any one company of your choice.

Semester	III	Total Credit	4
Course Code	DSE Spl-II-302 (F)	Credit Pattern	L-45, T-8, P-7
Course Title	INFORMATION SYSTEM CONTROL AND AUDIT		
Course Objectives			
1	To enable a student to use analytics to solve business problems		
2	To Make Use of I.S Audit Procedures.		
3	To develop skills in the theory, techniques, and practical issues involved in computer-based information systems control and auditing		

Course Outcomes: Students will be able to;	
1	Classify the concepts of computer security, computer security threats, and the corresponding remedies.
2	Describe the trend of computer security threats
3	Develop an audit plan to achieve the IT audit objectives.

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction – Overview Of Information System Auditing, Need For Control And Audit Of Computers, Need for Assurance, Effect Of Computers On Auditing, Benefits of IS Audit for An Organization. IT Governance and Auditors. Conducting Information System Audit – Audit Charter And Engagement Letter, A Typical IS Audit Charter	L= 11	
		T= 2	P= 2
2	Audit Planning, Audit Approaches, Risk Assessment, Information Gathering Techniques, Vulnerability, System Security Testing, Development Of Security Requirements Checklist, The Road Map For Setting Up Information System Audit For Bank, The Management Control Framework: Introduction, IT Management Framework	L= 12	
		T= 2	P= 1
3	Top Management Controls – Evaluating – Evaluating The Planning, Organizing-Policies and procedures, HR Policies and Procedures Relating To Information System, Leading Function, Controlling Function. Audit of Program Development, Audit of Program Modification, Field level input control, Record level input control, Conversion Audit	L= 11	
		T= 2	P= 2
4	Techniques for testing unauthorized program modification; Operational Control Review – Control Requirements for Backup, Backup Procedures, Selection of storage media, Security Measurement Controls – Introduction, Conducting A Security Program, Major Security Threats And Remedial Measures, Need Of Disaster Recovery And Business Continuity, Data Disaster, Virus Disasters, Software Disasters, Data Center Disasters, Core Banking Solution	L=11	
		T= 2	P= 2

Note:

Students will have to complete all tutorials, assignments, and lab sessions for internal credits.

Learning Resources		
1	Text Books	1. Information System Control And Audit, - Ron Weber Person Edition
2	Reference books	1. Information System Auditing And Assurance – James A. Hall – South Western. 2. Auditor's Guide to Information Systems Auditing- Richard Cascarino
3	Website	1. https://www.isaca.org/ www.rdocumentation.org 2. https://www.britannica.com/topic/information-system/Information-systems-audit 3. https://www.researchgate.net/publication/327312550_Information_Technology_Control_and_Audit
4	Journals	1. ISACA Journal Information Technology & Systems ResourcesR and the journal of the statistic softwares
5	Supplementary Reading	1. Information System Audit Reports From Banks

Semester	III	Total Credits	2
Course Code	AEC 301-A	Credit Pattern	L-22, T-2, P-6
Course Title	ENTREPRENEURSHIP SKILLS AND START UP		
Course Outcomes: Students will be able to:			
1.	Describe the concept and types of Start ups.		
2.	Explore the start up ideas and start up India scheme.		
3.	Identify various funding options for start ups		
4.	Create a start up on the campus.		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Understanding Start ups: (15) Understanding the concept of start up and its economic rationale. The difference between a startup and a small Business, Types of Start Ups: Life style start ups, Small business start ups, Scalable startups (Silicon Valley entrepreneurs), Buyable startups, social start ups, Technology Startups. Various Business Models adopted by startups worldwide. Startup idea, Innovations, IPRs. Startup Ecosystems with examples. Indian Start ups in the last ten years. Government policy for MSME and start up India Scheme.	L=11	
		T=2	P=2
2	Funding Methods for Startups: Stages of Start up Financing, Types of Investors for Startups 1) Friends & Family. 2) Banks & Government Agencies. 3) Angel Investors 4) Boot strapping 5) Accelerators & Incubators 6) Family Offerings 7) Venture Capital Firms. 8) Corporate Investors. Funding for startups through government agencies India. Problems and Challenges of startups: Lack of legitimate mentors for Startups, Competition from big players, stringent norms of financiers, marketing problems, human resource management problems, funding problems, delays and project cost escalation. Sustaining and growing the startup.	L=11	
		T=2	P=1

Learning Resources

1	Text Books	<ol style="list-style-type: none"> Mohanty – Fundamentals of Entrepreneurship, Prentice Hall of India Entrepreneurship: creating and leading an entrepreneurial organization. By Kumar Arya, Pearson India. Zimmerer & Scarborough – Essentials of Entrepreneurship & Small Business Management, Prentice Hall of India Allen, K. (2003) Launching New Venture, Cengage Learning
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2	Reference books	<ol style="list-style-type: none"> 1. Hisrich Peters, Irwin: 'Entrepreneurship: Starting, Developing and Managing a New Enterprise. PHP 2. Raghu Nandan : 'Unlashing your entrepreneurial Potential' Sage Publication 3. M.lall, 'Entrepreneurship, Excel books 4. Peters, michael P and shepherded Dean, Hisrich, robert, Sage Publication Tata Mcgraw-hill; sixth edition, 2007 5. Mathew J Manimala :- Entrepreneurship at the Crossroads – Biztantra Pub. 6. Eric Ries, 'The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses: Published By Currency available only on Amazon
3	Websites	https://inc42.com/startups/ file:///E:/introduction%20to%20startup.pdf file:///C:/Users/student/Downloads/rebo_use_dp_2016_1613%20(1).pdf https://fi.co/insight/the-most-comprehensive-guide-to-the-silicon-valley-startup-ecosystem-ever-created
4	Journals	Journal of Entrepreneurship Development - SEDME Entrepreneurship in the New Millennium: Hyderabad, NISIET IDBI Annual Report
5	Supplementary Reading	Economic Times Business Standard Online reading of Harvard Business Review, Journal of Business Venturing
6	Practical Component	Case Study on Start Up Business Models and presentation. Visit to Incubations Interaction with Startup entrepreneurs

Semester	III	Total Credit	2
Course Code	AEC 301 (B)	Credit Pattern	22L + 8 TP
Course Title	HEALTH AND WELLNESS		

Unit Number	Contents
1	Introduction to Human Health, The Wellness Profession, Changes across the Lifespan, Workplace Wellness Program Management. Health Literacy Worksite Health Environment, Physical Activity and Nutrition for Wellness Managers. Understanding and Effecting Health Behaviour Change.
Learning Resources	

2	<p>Marketing and Communication. Survey of Information Technology in Wellness Population Health, Leadership and Change Management in Health. Assessment and Evaluation Employee Health and Well-Being. Health Coaching, Fieldwork, Health and Wellness Management Capstone..</p>	
Instructions	<p>This course is to be conducted with open approach to reflect more on student's part for learning. If necessary experts can be called for workshops or guest sessions.</p>	
1	Reference Books	<p>Wellness Management for Educators and Entrepreneurs Jooosung J. Lee Jungeun Kim Division of Interdisciplinary Wellness Studies Asan, Chungnam, Korea Series: Management Science – Theory and Applications.BISAC: BUS041000 Best Health and Wellness Books of the Last Decade TARA LOSINSKI JANUARY 10TH, 2020 Lifespan: Why We Age—and Why We Don't Have To Hardcover – Sept. 10 2019 by David A. Sinclair PhD (Author), Matthew D. LaPlante (Author) Wellness Management - A Lifestyle Approach for Health, Fitness and Energy (English, Paperback, Venkata Rajasekhar Kali) Notion Press Genre: Health & Fitness ISBN: 9789352067428, 9789352067428 Pages: 276 What to Eat Paperback – April 17, 2007 by Marion Nestle (Author) ISBN-10 9780865477384 Williams' Essentials of Nutrition and Diet Therapy Paperback – 23 December 2014 by Eleanor Schlenker PhD RD (Author), Joyce Ann Gilbert (Author) ISBN-13 978-0323185806</p>
2	Reference Website	<p>. The Real Food Dietitians Website: 1. https://therealfoodrds.com/ 2. MyFitnessPal Website: https://www.myfitnesspal.com/ 3. Livestrong Website: https://www.livestrong.com/ 4. Healthline Website: https://www.healthline.com/ 5. Avocadu Website: https://avocadu.com/</p>

Semester	III	Total Credit	2
Course Code	AEC 301 (C)	Credit Pattern	22L, 8TP
Course Title	TOURISM MANAGEMENT		
Course Objectives			
1	To enable students to get acquainted with concepts in Tourism Management.		
2	To enable students to know the elements of Tourism marketing and its practical Approach to Tourism Management		
Course Outcomes: Students will be able to;			
1.	Explain the concepts of travel and tourism,		
2.	Develop a tourism plan		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Unit 1: TOURISM PHENOMENON Understanding Tourism Historical Evolution and Development Understanding Tourists And Hosts Profiling Foreign Tourists Profiling Domestic Tourists Guest – Host Relationship Sociology, Anthropology and Tourism Informal Services in Tourism, Dance and Music :Cuisines, Customs, Festivals and Fairs	L=11	
		T=4	P=0
2	Unit 2: TOURIST SITES: PRODUCTS AND OPERATIONS Adventure and Sports Beach and Island Resorts: Hill Stations of India Wild Life: Use of History, Monuments and Museums Living Culture and Performing Arts, Religions of India Tourism Marketing – 1: Relevance, Product Design, Market Research. Tourism Marketing – 2: Promotional Events, Advertising Publicity, Selling, Role of Media, Writing for Tourism Personality Development and Communicating Skills	L=11	
		T=4	P=0

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources

1	Text Books	<ol style="list-style-type: none">1. P.M. Seth, Successful Tourism Management:2. J.K. Sharma , Tourism Planning & Development:
2	Reference books	<ol style="list-style-type: none">1. Chuck Y. Gee , Travel industry:2. R Gartner, Tourism Development: Tourism System: Mill R.C & Morrison3. Cooper C, Fletcher J, and Gilbert D & Wahill S. Tourism; Principles & Practices
3	Websites	<ol style="list-style-type: none">1. http://tourism.gov.in/organisation2. www.wti.org.in (Wildlife Organisation in India)3. www.indiaculture.gov.in
4	Journals	<ol style="list-style-type: none">1. Journal of Tourism and Hospitality Management (JTHM)2. KITTS - Indian Journal of Tourism and Hospitality
5	Supplementary Reading	<ol style="list-style-type: none">1. Tourism Policy in 20182. Year End Review: Ministry of Tourism
6	Practical Component	<ol style="list-style-type: none">1. Each Student will to select one State and prepare a seminar on Culture, Festival, Food habits, Dance, rituals etc. of the State.2. Each student will identify the tourism spots from the selected State and present its Unique Selling Proposition with tourism perspective.3. Preparation of a detail tourism plan to visit a particular tourism destination.

Semester	III	Total Credit	2
Course Code	AEC 301(D)	Credit Pattern	L-22, T-4, P-4
Course Title	CHANGE MANAGEMENT		

Course Objectives	
1	To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively.
2	To understand the various components and constraints involved in Change management.
3	To equip students with ways of dealing with resistance to change.
Course Outcome	
1. Apply Change Management Model to business situations 2. Evaluate and organizational changes and its management.	

Unit Number	Contents	Number of Sessions	
1	Individual Change: Need for Individual Change, Personality and Change, Learning and Individual Change, Approaches to Individual Change, Implications of Change in Individuals. Culture and Change: Introduction, Concept of Organizational Culture Dimensions of Culture, Type of Culture, Assessing Organizational Culture, Role of Culture in Managing Change. Change Management in Organizations: Understanding Organizational Transformation, Strategies, Process, Nature, Perspectives of Organizational Change. Models of Organizational Change:	L=11	
		T=2	P=2
2	Communicating & Implementing Change: Need, Factors, Forms of Resistance, Reactions to Change, Resistance to Organizational Change Initiatives, Overcoming the Resistance to Change, Technique: Implementation of Change, Developing an Implementation Plan, Gaining Support and Involvement of Key People, Strategies for Implementation: Types of Change Management Strategies, Factors Affecting the Choice, Formulating and Facilitating Change, Facilitating Change, Implementing Change,. Leading Changes: Visionary Leadership, Role of Leaders in the Phases of Organizational Change. Evaluation, Measurement and Methods of Evaluation, Feedback Process, Continuous Incremental Change.	L=11	
		T=2	P=2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the Class.
3. Field visits will be compulsory and a group report to be generated for exam in the presence of an external examiner at mid-term.
4. This is necessary to know implemented change and or change in process around. In manufacturing, service, commercial challenging sectors.

Learning Resources		
1	Text Books	No particular text book is available however following can be correlated and used as text book The Power Of HABIT, Charles Duhigg, Replica Press Pvt.Ltd. ISBN 9781847946249
2	Reference books	<ol style="list-style-type: none"> 1. James McCalman, Professor Robert A Paton, Sabina Siebert, Change Management: A Guide to Effective Implementation, SAGE Publications. 2. Beam, Change Management Revised Edition, Routledge- Taylor and Francis Group. 3. Jeff Hiatt, Timothy J. Creasey, Change Management: The People Side of Change 4. Radha S. Sharma, Change Management. Tata McGrawHill.
3	Websites	<p>https://www.change-management-institute.com/</p> <p>https://www.changefirst.com/</p>
4	Journals	<p>Journal of Organizational Change Management</p> <p>Issue(s) available: 176 – From Volume: 1 Issue: 1, to Volume: 32 Issue: 2</p> <p>Category: Organization Studies</p> <p>https://www.emerald.com/insight/publication/issn/0953-4814</p>
5	Supplementary Reading	<p>Managing Transitions, 25th anniversary edition: Making the Most of Change Paperback – January 10, 2017</p> <p>by William Bridges (Author), Susan Bridges (Author)</p>
6	Practical Component	<ol style="list-style-type: none"> 1. Debate in the classroom on Change related topic 2. Organization change questionnaire data collection and analysis. 3. Group Presentation on Change management in various sectors like Health care, Education, PSU, Retail, Manufacturing Industries. 4. Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.

Semester	III	Total Credit	2
Course Code	GE-301(B)	Credit Pattern	L-24, T-06, P-00
Course Title	E-COMMERCE		

Course Objectives	
1	To explain the nature and different models of E-commerce
2	To explain the technologies required to make e-Commerce viable.
3	To discuss the current drivers and inhibitors facing the business world in adopting and using e-commerce and
4	To discuss the trends in e-Commerce and the use of the Internet.
5	To discuss e-commerce from an enterprise point of view.
6	To demonstrate the concepts of security in e-commerce applications.
Course Outcomes	
After completion of this course the student will be able to:	
1	Recognize the business impact and potential of e-commerce
2	Develop a holistic perspective on the role of IT in organizations.
3	Identify target market based on numerous parameters.
4	Select appropriate e-commerce models for any organization.
5	Follow security measures while dealing with e-commerce applications.

Unit Number	Contents	Number of Sessions	
1	History of e-commerce and Indian business context, www, advantages and disadvantages of e-commerce, e-commerce in India, various Indian case studies. Business models for e-commerce, different type of e-commerce, brokerage model, aggregator model, info-mediary model, community model, value chain model, manufacturer model, advertising model, subscription model, affiliate model.	L=12	
		T=03	P=00
2	Technologies of the www & e-security, internet client-server applications, networks and internets, URL, software agents, internet service providers, html, java script and xml, e-security, security on the internet, hacking, various security risks, e-business risk management issues, firewall. E-marketing, identifying web presence goals, the browsing behavior model, online marketing, e-advertising, internet marketing trends, target markets, e-branding, marketing strategies. Legal and ethical issues, IT Law, phishing, copy right.	L=12	
		T=03	P=00

References

1	Text books	a. E-commerce - An Indian Perspective by P.T. Joseph, S.J , PHI publication
2	Reference books	<ol style="list-style-type: none"> 1. The unofficial guide to starting an e-commerce business by Jason R.Rich, IDG books India. 2. E-Commerce (Pearson Custom Business Resources) by Kenneth C. Laudon 3. Electronic Commerce by Gary P. Schneider
3	Websites	<ol style="list-style-type: none"> 1. http://notes4learners.blogspot.com 2. https://www.academia.edu/8099032/e_commerce_notes 3. https://examupdates.in/e-commerce-full-notes/ 4. https://www.javatpoint.com/html-tutorial 5. http://www.echoecho.com/html.htm
4	Journals	<ol style="list-style-type: none"> 1. “Electronic Commerce Research”, ISSN: 1389-5753 (Print) 1572-9362 (Online), https://link.springer.com/journal/10660 2. “E - Commerce for future & Trends”, eISSN: 2454–9347, http://stmjournals.com/E-Commerce-for-future-and-Trends.html 3. “Journal of Web Development and Web Designing”, http://matjournals.com/Journal-of-Web-Development-and-Web-Designing.html
5	Supplementary Reading	<ol style="list-style-type: none"> 1. geeksforgeeks 2. tutorialspoint 3. w3Schools
6	Practical Components	-----
1	Text books	b. E-commerce - An Indian Perspective by P.T. Joseph, S.J , PHI publication
2	Reference books	<ol style="list-style-type: none"> 4. The unofficial guide to starting an e-commerce business by Jason R.Rich, IDG books India. 5. E-Commerce (Pearson Custom Business Resources) by Kenneth C. Laudon 6. Electronic Commerce by Gary P. Schneider

Semester	III	Total Credit	2
Course Code	GE 301 (C)	Credit Pattern	L-23, T-07, P-0
Course Title	DISASTER MANAGEMENT		

Course Objectives	
1	Understand the concept and impact of disasters.
2	Describe the causes, effects and control measures of disasters.

Course Outcomes: After completion of this course students will have capacity to	
1.	Recognize the various global and regional environmental concerns/hazards due to natural causes and/or human activities, and the impact of these on various forms of life .
2.	Obtain and communicate information on risks, relief needs and lessons learned from earlier disasters in order to formulate strategies for mitigation in future scenarios
3.	Describe and evaluate the environmental, social, economic, legal and organizational aspects influencing vulnerabilities and capacities to face disasters.
4.	Relate theoretically and practically in the processes of disaster management (disaster risk reduction, response, and recovery)

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction to Disaster Management : Hazard and Disaster, Classification of Disasters. Hydrological Disasters - Flood, Drought, Geological Disasters- Earthquakes, Landslides, Volcanic Eruptions. Wind Related Disasters- Cyclone Biological Disasters : Man Made Disasters : Fire – Industrial, Domestic and wild fire Technological Disasters- Bhopal Gas Tragedy, Chernobyl and Fukushima. Marine and Social Disasters	L= 11	
		T= 4	P= 0
2	Disaster Management : Risk assessment, Disaster Management Act 2005, National Disaster Management Framework, Role of various organisations- National Disaster Management Authority (NDMA), State Disaster Management Authority (SDMA), District Disaster Management Authority (DDMA), Financial Arrangements for Disaster Management, Disaster management cycle, NDRF. Non-Governmental Organisations, community participation, Education, training for public in emergency preparedness plan, Rescue & rehabilitation programmes.	L= 12	
		T= 3	P= 0

Learning Resources		
1	Text Books	<ul style="list-style-type: none"> Textbook Of Environmental Science And Technology by REDDY, BSP publishers, 2019 A Textbook Of Environmental Studies, Dr D K Asthana, S. Chand Publishers, 2018 A Text Book Of Environmental Studies by Vijay Tiwari, Himalaya Publishers, 2017 A Text Book of Ecology, Tyler Miller, Cengage Learning A Text Book Environmental Studies, Chatawal & Sharma, HPH

		<ul style="list-style-type: none"> • A Text Book Environmental Science, Joshi & Joshi, APH • A Text Book of Environmental Studies, Nambiar, STP
2	Reference books	<ul style="list-style-type: none"> • Nuclear Accidents (Man Made Disasters) Mark Mayell Publisher: Lucent Books • Management of Man-made Disasters, S. L. Goel, Motilal Banarsidass Publishers Private Limited, New Delhi, ISBN: 8176297151 • Handbook of Pollution Control Processes By: Robert Noyes. Jaico Publishing House, Mumbai (2003) • Fire & Explosion Hazards Handbook of Industrial Chemicals By: TA Davletshina & NP Cheremisinoff, Noyes Publications, Mumbai (2003) • Environmental Geology by K. Valdiya, Tata McGraw Hill Publishing Co. • Perspectives on Environment by I.R. Manners, M.W. Micksell • Our Planet, Our Health by WHO (1992) • Report of the Panel on Industry by WHO (1992) • Natural Disasters, Author: Claire Watts / Trevor Day Publisher: Dk Publishing, ISBN: 9781465438096 • Environmental Biology by K.C. Agarwal • Resource Book on Chemical (Industrial) Disaster Management, http://nidm.gov.in/PDF/pubs/chemical_mdc.pdf • Directory of Institutions and Resource Persons for Landslide Management In India • http://nidm.gov.in/PDF/pubs/directory%20landslide.pdf
3	Websites	<ul style="list-style-type: none"> • Directory of Institutions and Resource Persons for Landslide Management In India • http://nidm.gov.in/PDF/pubs/directory%20landslide.pdf • https://www.ifrc.org/en/what-we-do/disaster-management/about-disaster-management/ • https://en.wikipedia.org/wiki/Disaster_management_in_India
4	Journals	<ul style="list-style-type: none"> • Current Science, ISSN No. 0011-3891 • Down to Earth • Journal of Biosciences, ISSN No. 0250-5991 • Journal of Environmental Biology, ISSN No. 0254-8704 • Resonance, ISSN No. 0971-8044 • Journal of Earth System Science, ISSN No .2253-4126 • Industrial Safety Chronicle • International Journal of Environmental Engineering Science, ISSN No .2229-3094
5	Supplementary Reading	<ul style="list-style-type: none"> • Demonstration of Fire & Water Safety.
6	Practical Components	<ul style="list-style-type: none"> • Mock drill for various disaster • Disaster Management Action Plan

Semester	III	Total Credit	2
Course Code	GE 301(D)	Credit Pattern	L-20, T-5, P-5
Course Title	CORPORATE SOCIAL RESPONSIBILITY		

Course Objectives	
1	understand the scope and complexity of corporate social responsibility.
2	gain knowledge of the impact of CSR implementation on societies
3	acquire skills to frame and design CSR policies and practices appropriate to the Indian workplace.

Course Outcomes: Students will be able to	
1	Know the Corporate Social Responsibility of different sector.
2	Use the acquired skill for proper sustainable Corporate Social responsibility.

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction to CSR: Meaning & Definition of CSR, History & evolution of CSR. International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights.– Globalization and CSR.	L= 10	
		T= 3	P= 2
2	Indian perspectives and approaches: Models of CSR in India,. Initiatives in India. Corporate Governance and CSR , CSR Policy and guidelines , Legal frame work, rules and regulations, Company Act 2013 - relevant provisions of CSR. Role of Government and NGO in CSR. Business Benefits of CSR.	L=10	
		T=2	P=3

Learning Resources

1	Text Books	<ol style="list-style-type: none"> 1. Benn & Bolton, (2011). Key concepts in corporate social responsibility. Australia: Sage Publications Ltd. 2. Bradshaw, T. and D. Vogel. (1981). Corporations and their critics: Issues and answers to the problems of corporate social responsibility. New York: McGraw Hill Book Company 3. Brummer, J.J. (1991). Corporate Responsibility and Legitimacy: An interdisciplinary analysis. Westport, CT: Greenwood Press. 4. Cannon, T. (1992). Corporate responsibility (1st ed.) London: Pitman Publishing. 5. Crane, A. et al., (2008). The Oxford handbook of corporate social responsibility. New York: Oxford University Press Inc.
2	Reference books	<ol style="list-style-type: none"> 1. Lourdes Poobala Rayen- Corporate Social responsibility. 2. Ellington. J. (1998). Cannibals with forks: The triple bottom line of 21st century business. New Society Publishers 3. Baxi C.V and Ajit P, Corporate Social Responsibility, Concept & Cases: "The Indian Experience, Excel Books. 4. Reddy S and Stefan S (2004). Corporate Social Responsibility: Sustainable Supply Chains. Hyderabad: ICFAI University Press. 5. Werther, W. B. & Chandler, D. (2011). Strategic corporate social responsibility. Thousand Oaks, CA: Sage
3	Websites	<p>www.forbes.com</p> <p>www.referenceforbusiness.com</p> <p>www.justmeans.com</p> <p>www.corporatesocialresponsibility.org</p>
4	Journals	<p>International Journal of Corporate Social Responsibility Home</p> <p>https://jcsr.springeropen.com</p> <p>Sustainability Accounting, Management and Policy Journal, Emerald, 2010- -World Review of Entrepreneurship, Management and Sustainable Development, Inderscience Publishers, 2005-</p>
5	Supplementary Reading	<ol style="list-style-type: none"> 1. http://www.diegdi.de/CMSHomepage/openwebcms3.nsf/%28ynDK_contentByKey%29/ENTR-7BMDUB/\$FILE/Studies%2026.pdf 2. Modi P.K., Corporate Social Capital Liability. Arise Publishers & Distributors. First editions - 2009 3. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
6	Practical Component	<p>Visit to industries to study and record various CSR activities and discuss the same with students and teachers to know the merits and demerits of CSR.</p>

Semester	III	Total Credit	2
Course Code	GE 301(E)	Credit Pattern	L-22, T- 04, P-04
Course Title	BASICS OF INDIAN ECONOMY		

Course Outcomes: Students will be able to	
1	Identify the main issues in Indian economic development
2	Critically analyse the Indian economic policy environment

Syllabus:

Unit Number	Contents	Number of Sessions	
1	UNIT-1: Indian Economic Environment: Meaning of underdevelopment, Basic characteristics of India as a developing economy, Major issues of development: Poverty, Unemployment and Inequality, National Income of India: Trends, Growth and Structure. Features and importance, Green Revolution, Low productivity of agriculture and government measures Role of Industrialization, Industries and Five-year plans, Industrial Policy(1991), Services sector Role & Importance	L= 11	
		T= 2	P= 2
		T=2	P=2
2	UNIT-2: Indian Economic Planning and Reforms: Objectives of Economic Planning, Redefining the role of the State, Brief review of Five-Year Plans, New Economic Reforms: Liberalization, Privatization and Globalization, NITI Ayog, Balanced Regional Development.	L= 11	
		T= 2	P= 2

Learning Resources		
1	Text Books	<ul style="list-style-type: none"> Agarwal A N (2016), Indian Economy, Vikas Publishing House Pvt. Ltd., New Delhi Gaurav Datt& Ashwini Mahajan (2016), Indian Economy, S. Chand and Company Pvt. Ltd., New Delhi Misra and Puri (2013), Indian Economy, Himalaya Publishing House Pvt. Ltd., New Delhi.
2	Reference books	<ul style="list-style-type: none"> Deepashree (2011), Indian Economy, Ane Books Ovt. Ltd., New Delhi Uma Kapila (2017), Indian Economy: Performance and Policies, Academic Foundation, New Delhi
3	Websites	<ul style="list-style-type: none"> www.rbi.org.in www.mygov.gov.in www.cmie.com
4	Journals	<ul style="list-style-type: none"> Arth Samwad Economic and Political Weekly Indian-Economic-Journal Journal-of Indian-School-of-Political-Economy Southern Economist The Economist

		<ul style="list-style-type: none"> • Journal of Applied Economics • Indian-Economic-Journal • International Journal of the Economics of Business • Journal-of-Indian-School-of-Political-Economy • Agricultural-Economic-Research-Review
5	Supplementary Reading	<ul style="list-style-type: none"> • Economics Survey • Union Budget of India • Niti Ayog Reports • Economics Times Daily • Business Standard Daily • Business Today Daily • Latest Monetary Policy • Latest Fiscal Policy
6	Practical Component	<ul style="list-style-type: none"> • Collect Economic Survey of India of last five years and prepare a report on trends in major macro-economic variables of the country • Establish the relationship between sectoral growth patterns and business environment by collecting data on three major sectors of the economy

MBA - II

Semester - IV

Semester	IV	Total Credit	4
Course Code	CC 401	Credit Pattern	L-45, T-6, P-9
Course Title	CURRENCY AND TREASURY MANAGEMENT		

Course Objectives	
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1	General Awareness of Treasury Function of a Bank
2	General Awareness as to Monetary Policy (RBI), Credit Policy (RBI) and Fiscal Policy(GOI)

Course Outcomes	
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	The students will able to learn:
1	Appreciate the role of the Treasury function in a Bank
2	Appreciate the role played by RBI policy statements on the Curreny and Treasury management

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Monetary Policy: Objectives-A macro-economic view- Central Bank Tools to regulate Money Supply; The Impact of Open Market Operations on other Tools of Monetary Policy-the Monetary Ratios; Other Factors that impact Monetary Base and Bank Reserves	L= 11	
		T= 2	P= 2
2	Credit Policy: Objectives, Theory and Practice, Instruments; Fiscal Policy: Importance of Budgets, Union Budget, State Budget, Finances of Union and State Governments, Finance Commission-Striking balance between inflation and growth through monetary and fiscal policies	L= 12	
		T= 1	P= 2
3	Treasury Management: Objectives of Treasury, Structure and organization, Functions of a Treasurer, Responsibility of a Treasurer Treasury operations: Treasury Instruments- Liquidity Management-CRR/CCIL/RTGS-Objectives, sources and deployment, internal control, Netting- Cost centre/Profit centre, integrated treasury, Planning & control, Risk analysis	L= 11	
		T= 1	P= 3
4	Treasury and investment policy -Role of IT in treasury management-Regulation and compliance-Internal & External Audit	L= 11	
		T= 2	P= 2

Learning Resources

1.	Text Books	1. The Indian Institute of Bankers, Treasury, Investment and Risk Management, Mumbai
2.	Reference Books	1. Avadhani, VA., Treasury Management in India, Himalaya Publishing House, Mumbai 2. Indian Institute of Banking & Finance, Treasury Management, Mumbai 3. Bagchi, Treasury Risk Management, Jaico Publishing House, Mumbai 4. Bragg, Treasury Management-The Practitioners Guide, John Willey & Sons, New Delhi 5. Vasanth Desai, Financial Markets & Services, Himalaya Publishing House, Mumbai 6. Khan, M.Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi 7. Vaish, MC , Monetary Theory, Vikas Publications, Mumbai
3.	Websites	www.rbi.org.in www.fimmda.org
4.	Journals	RBI Bulletin
5.	Supplementary Reading	Current Affairs Weeklies Etc.
6.	Practical Component	1. Ascertain the banks near you who are likely to have treasury operations in Kolhapur. 2. Try and have a talk with Treasury In Charge and Validate the theories learnt in Class. Submit a report of the discussion.

Semester	IV	Total Credit	4
Course Code	CC Spl I 402	Credit Pattern	L-45, T-6, P-9
Course Title	BANK RISK MANAGEMENT		

Course Outcomes	
	The students will be able to learn:
1	Illustrate the working of various risk in banking operations.
2	Develop necessary competencies expected of a banking professional.
3	Demonstrate the techniques of risk assessment and controls for bank risk management.

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Risk: definition; Types of Risks-Credit risk, operational risk, and market risk, Asset Liability Management (ALM) -Concept, organisation and techniques	L= 11	
		T= 2	P= 2
2	Credit Risk Management: Introduction-Capital adequacy norms under Basel I & II, RBI guidelines on Risk management-Standardized and Advanced approaches for Credit Risk; Credit rating/credit scoring and rating system design, Credit Bureaus, Stress test and sensitivity analysis, Internal Capital Adequacy Assessment process Operational Risk: Introduction, Likely forms of operational risk and causes for significant increase in operational risk, Basel Norms, RBI guidelines, Sound Principles of Operational Risk Management (SPOR)-SPOR identification, measurement, control of operational risk-Capital allocation for operational risk, methodology, qualifying criteria for banks for the adoption of the methods	L= 12	
		T= 1	P= 2
3	Market risk: Introduction- Types of Market risks- Liquidity risk, interest rate risk, foreign exchange risk, price risk (equity), commodity risk-Prescriptions and treatment of market risk under Basel norms	L= 11	
		T= 1	P= 3
4	Risk measurement & control in Banks -Calculation of risk, risk exposure analysis; Risk management- Capital adequacy norms, prudential norms, exposure norms, concept of Mid office, forwards, futures, options, strategies and arbitrage opportunities, regulatory prescriptions of risk management	L= 11	
		T= 2	P= 2

Learning Resources

1	Text Books	1. Indian Institute of Banking and Finance, Risk Management, Mumbai
2.	Reference Books	1. Uppal RK, RimpiKaur, Banking Sector Reforms in India, New Century Publications, New Delhi 2. Agarwal OP, Banking and Insurance, Himalaya Publishing House, Mumbai 3. VijayaragavanIyengar, Introduction to Banking, Excel Books, New Delhi 4. The Indian Institute of Bankers, Modern Banking, Mumbai
3.	Websites	1. https://www.nbs.rs/internet/english/55/55_6/index.html 2. www.rbi.org.in 3. https://www.bis.org/bcbs/
4.	Journals	1. Prajnan, Journal of Social and Management Sciences, NIBM, Pune 2. The IUP Journal of Bank Management, IUP Publications, a Division of the ICFAI society.
5.	Supplementary Reading	1. Current Affairs Magazines, Dailies etc.
6.	Practical Component	1. Calculating mecauley duration 2. Calculating Gaps (Interest rate gap, liquidity gap, etc.) 3. Calculating RAROC(Risk adjusted return on capital) 4. Calculating Yields

Semester	IV	Total Credit	4
Course Code	CC-Spl-II-402-(A)	Credit Pattern	L-45, T-6, P-9
Course Title	MANAGEMENT ACCOUNTING AND CONTROL SYSTEM		
Course Outcomes : The students will able to learn			
1.	Apply concept of marginal costing for decision making		
2.	Analyze various operating and financial leverages to design capital structure		
3.	Evaluate various types of budgets for managerial decision making		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction to Management Accounting: Meaning and Scope of Management Accounting In the Context of Changing Business Environment, Human Resource Accounting and Inflation Accounting. Strategic Management Accounting, Introduction of Accounting Information for Transfer Pricing. Methods of Transfer Pricing.	L=11	
		T=2	P=2
2	Marginal Costing: Meaning and scope, uses and advantages, Terminologies in Marginal Costing- Contribution, Margin of Safety, CVP analysis, BEP and Relevant Cost and Decision-Making	L=12	
		T=1	P=2
3	Leverage Analysis: Meaning & importance of leverage, Types of leverages, Use of leverage in decision making, Measures of Operating and Financial Leverage, Effects of Leverage on Shareholders' Returns	L=11	
		T=1	P=3
4	Budget and Budgetary Control: Concept of Budget, Budgeting and Budgetary Control, Organization for Budgetary control- Budget Centers, Budget Committee, Budget Manual, Budget period, Principal Budget, Advantages and limitations of Budgetary Control System. Types of budget.	L=11	
		T=2	P=2

Note:

1. Case studies on cash budget and flexible budget.
2. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
3. Video cases and Documentary Films relating to the syllabus to be exhibited in the class.

Learning Resources		
1	Text Books	<ol style="list-style-type: none"> 1. Kapil Sheeba, "Financial Management" Pearson Publication House. 2. Jonathan Berk, Peter, "Financial Management" Pearson Publication House. 3. Sharan Vyuptakesh, "Fundamentals of Financial Management" Pearson Publication. 4. James C Van harne, "Financial Management & Policy" Pearson Publication House. 5. ICSI : Handbook on Mergers Amalgamations and takeovers.
2	Reference Books	<ol style="list-style-type: none"> 1. V.K. Saxena And C.D. Vashisth: "Advanced Cost And Management Accounting", Sultan Chand And Sons, 6th Edition 2. M.Y. Khan And P.K. Jain, "Cost Accounting", Tata McGraw Hill, Edition 2000 3. Dr. M.K. Kole, "Human Resource Accounting, Institute Of Cost And Works, Accountants Of India", Edition 2000 4. N.K. Prasad, "Cost Accounting" 5. R.P.Rustagi, "Financial Management", PHI, 10th edition. 6. Garrison, Managerial Accounting, Tata McGraw 7. Maheshwari, Financial Accounting, Vikas Publishing 8. Khan and Jain, Management Accounting, Tata McGraw 9. Ramchandran, Financial Accounting for Management, Tata McGraw 10. JawaharLal, Accounting For Management, Himalaya Publishing 11. J.Madegowda, Accounting For Managers, Himalaya Publishing 12. M.N.Arora, "Cost and Management Accounting", Himalaya Publishing
3	Websites	<p><u>INFLIBNET</u> http://nlist.inflibnet.ac.in <u>J-GATE</u> http://jgateplus.com <u>EBSCO</u> http://search.ebscohost.com Library online Opac Address: http://192.168.1.111:8080/opac *For INFLIBNET individual usernames and passwords are already given. Use the same</p>
4	Journals	<ul style="list-style-type: none"> • Prabhandan: Indian Journal of Management • IUP Journals • ICSI Journals • Finance India • Indian Journal of Finance (New Sub.) • Journal of Accounting & Finance etc.
5	Supplementary Reading	<ul style="list-style-type: none"> • Financial Express • Economics Times • Business Standard • Times of India • Indian Express.
6	Practical Component	<ul style="list-style-type: none"> • Practical Problems on marginal costing and decision making • Practical Problems on leverages • Practical Problems on flexible budget and functional budgets • Financial statement analysis using Proves-IQ • Companies Financial Reports & Corporate case studies.

Semester	IV	Total Credit	4
Course Code	CC-Spl-II-402-(B)	Credit Pattern	L-45, T-6, P-9
Course Title	PERFORMANCE AND COMPENSATION MANAGEMENT		
Course Outcomes: Students will be able to;			
1.	Gain insights of various conceptual aspects of Compensation, Performance Management and competencies and related law to achieve organizational goals.		
2.	Determine the performance/competency based compensation system for business excellence and solve various cases.		
3	Designing the compensation strategies for attraction, motivation and retaining high quality workforce		

Syllabus:

Unit Number	Contents	Number of Session	
1	Performance Management: Managing and addressing Employee Performance Problems, Performance Management Strategic Planning. Performance Management and Employee Development: Employee Assessment system, Potential Appraisal System:- Development and Retention of high potentials, Role of HR Professionals in Performance management.	L= 11	
		T= 4	P= 0
2	Competency Model, Competency Model Pyramid, Application of competency model into various HRM functions, benefits of using competency mapping model in organizations, Benefits of using competency based performance appraisal system, Taking interviews to gather information, Behavioural Event Interview, process for writing competencies.	L= 11	
		T= 4	P= 0
3	Compensation Management: Wage and Salary Administration: Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Dearness Allowance, Designing and operating incentives, fringe and non- financial Benefits,. Job Evaluation:- Major Decisions in Job Evaluation, Job Evaluation Methods, Laws related to wages and salaries:- Minimum Wages, Payment of Wages, Payment of Bonus.	L	
4	Employee Contributions: Pay For Performance (PFP): Competency Based Pay, Skill based Pay, Team based pay, Gain and Profit sharing Designing PFP Plans, Merit Pay/Variable Pay, Compensation Strategies for Special Groups. Executive compensation, cafeteria compensation,		

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text Books	<ul style="list-style-type: none"> • Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004. • Compensation Management in Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education. • Compensation Management, ErSoniShyam Singh, Excel Books.
2	Reference books	<ul style="list-style-type: none"> • Compensation & Reward Management, BD Singh, 2nd edition, Excel books, 2012. • Compensation, Milkovich & Newman, 9th edition, 2017, Irwin/McGraw-Hill. • Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012. • An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002. • Industrial Relations and Labour Laws, Srivastava S.C., Vikas Publishing House Pvt. Ltd.,
3	Websites	<ol style="list-style-type: none"> 4. www.ILO.org 5. www.labour.nic.in 6. www.labourstat.org
4	Journals	IOSR <i>Journal of Humanities And Social Science</i> Indian Labour Journal
5	Supplementary Reading	https://www.toolbox.com/hr/performance-management/articles/what-is-performance-management/ https://www.hibob.com/hr-glossary/compensation-management-planning/ https://www.namanhr.com/services/competency-mapping/
6	Practical Component	<ul style="list-style-type: none"> • Students must prepare a comprehensive compensation plan to be offered to Executives. • Students to collect information from different organization regarding the Cost To Company of an employee. • Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same. • Students to calculate the bonus amount eligible to an employee working as a HR Executive

Semester	IV	Total Credit	4
Course Code	CC-Spl-II-402-(C)	Credit Pattern	L-45, T-8, P-7
Course Title	SALES & DISTRIBUTION MANAGEMENT PAPER-IV		
Course Objectives			
1	Students will conceptually understand concepts related to sales and distribution.		
2	Students will learn strategies required for selling and distribution		
3	Students will become aware of financial aspects of marketing.		

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Course Outcomes: Students will be able to;	
1	Evaluate concepts related to sales & distribution.
2	Apply selling & distribution concepts & strategies for marketing.
3	Apply financial aspects of marketing.

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Unit I Sales management - Meaning, Evaluation, Importance, Personal Selling, Qualities and responsibilities of sales manager. Types of sales organizations. Sales force management, recruitment, selection & training, structure, size, productivity. Motivation & compensation of salespeople	L=11	
		T=2	P=2
2	Unit II Selling Process and Strategies -Overview of selling process. Selling and buying Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-u action. Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota.	L=12	
		T=2	P=1
3	Unit III- Distribution Management - Introduction-Concept of channel flows, Managing a channel design, Basics of warehouse/inventory/ transportation planning, Intermediaries: Channel Formats, Managing channel partner, channel conflict, Channel information systems, International Trends in Sales and Distribution, Distribution as a function of marketing. Strategies. Mass, selective, exclusive distribution. Push v/s pull approaches. Channel design mix decisions.	L=11	
		T=2	P=2
4	Unit IV Marketing Finance Performance of Salesforce, work load method, forecasting, and product line accounting, Life cycle costing, Dropping product line, Return On Promotion, Selection of media, Launching, Profitability & Variance.	L=11	
		T=2	P=2

Learning Resources		
1	Text Books	<p>1. Cherunallium & Francis - <i>Industrial Marketing</i></p> <p>2. Chunwalla S.A - Sales & Distribution Management</p>
2	Reference books	<p>1. Keskar & Abhayankar - Sales Management & personal selling</p> <p>2. Aaker David A – Building Strong Brands – The Free Press, New York</p> <p>3. Keller K. - Strategic Brand Management- Prentice - Hall India</p> <p> Kapferer Jean Noel – Strategic Brand Management – KoganPage London</p> <p>4. Keller, Parameswaran, Jacod- Strategic Brand Managemnt- Pearson</p> <p>5. Chunawalla and Sethia – Foundation of Advertising Theory and Practice- HP Publication</p> <p>6. Clow Baack - Integrated Advertising, Promotion and Marketing Communication –Pearson Education</p> <p>7. Still and Cundiff - Sales Management –</p> <p>8. S A Chunawalla -Sales and distribution Management –Himalaya Publication</p> <p>9. Charles Futrell - ABC ‘s of Selling</p> <p>10. Ramaswam and Namakumari - Marketing Management -- Macmillan Publication</p> <p>11. Services & Sales Marketing - Zha S.M., Himalaya Publishing House</p> <p>12. Strategic Retail Management- Indian Text Edition-Srini R.Srinivasan</p> <p>13. “Retail Marketing Management” – Person Education Ltd. – Ist Reprint India- David Gilbert</p> <p>14. Retailing Management-Text and Cases-Swapna Pradhan The McGraw Hill Companies</p>
5	Supplementary Reading	<p>1. The Economic Times</p> <p>2. Business Standard</p> <p>3. Business TIMES</p>
6	Practical Component	<p>1. Group Activity based on all the units</p> <p>2. Take business Games & other subject related activities</p> <p>3. Discussion on Cases related to all units</p> <p>4. Library assignment on all the units</p>

Semester	IV	Total Credit	4
Course Code	CC-Spl-II-402-(D)	Credit Pattern	L-44, T-8, P-8
Course Title	AGRI-PRODUCTION AND SUPPLY CHAIN MANAGEMENT		
Course Out Comes: Students will be able to			
1	Analyze the factors influencing agricultural production and their supply chain		
2	Adapt traditional and modern practices of farm management		
3	Develop skills for agricultural supply-chain and logistics infrastructure management		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Fundamentals and Theories of Farm Management: Scope Of Modern Agriculture, Special Features Of Agricultural And Industrial Production. Difference between Farm and Non-Farm Business Management; Farm system Theory, Theory of Farm Management by Objectives, Practices of Farm Management, Making Small farm more effective	L=11	
		T=2	P=2
2	Farm Production Systems And Management Functions: Peasants, Proprietorship, Cooperative Farming, Capital Farming, Corporate Farming, Land Tenure Systems And Agricultural Production Management, Farm Management Tools	L=11	
		T=2	P=2
3	Farm Technology and Issues in Farm Management: effects of New Technology, Management And Technology Change, Gains From Technological Improvements to Producers And Consumers, Mechanization And Automation, Green Houses; Size-Productivity Debate, Measurement Of Farm Efficiency, Irrigation Management, Production Planning-Specialization And Diversification.	L=11	
		T=2	P=2
4	Introduction to Supply Chain and Logistics Management in Agri Business:: changing Business environment, SCM; Present need In agriculture, Conceptual model of SCM and Evolution of SCM, Approaches of SCM: Traditional and Modern, Elements in SCM, Logistics Management: History and Evolution of Logistics, elements of logistics: management, distribution management, distribution strategies, pool distribution; transport management, fleet management, service innovation, warehousing, packaging for logistics, third – party logistics(TPL/3PL), GPS technology	L=11	
		T=2	P=2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class.

Learning Resources		
1	Text Books	<ol style="list-style-type: none"> 1. Robertson C.A. – An Introduction To Agricultural Production Economics And Farm Management – Tata Mcgraw Hill 2. Heady, Earl. O And Jensen Herald R. – Farm Management Economics – Prentice Hall 3. Barnard C.S. And Nix J.S. – Fam Planning And Control 4. Altekar RV, 2006, Supply Chain Management: concepts and cases, Prentice Hall of India
2	Reference books	<ol style="list-style-type: none"> 1. Blake C.D. – Fundamentals Of Modern Agriculture 2. Sadhu And Singh – Fundamentals Of Agriculture 3. Agrawal A.N. – Indian Agriculture 4. Sharma A.N. And Sharma V.K. – Elements Of Farm Management 5. Reji D Nair – “Farm Management: Theory and Practice” – Concept Publishing Company Pvt. Ltd., 6. Warren G. F. – “Farm Management” – Arise Publishers and Distributors 7. Kahlan A. S. and Karan Singh – “Farm Management in India: Theory and Practice” – allied Publishers Pvt. Ltd., 8. Dhaka J.M. – “Economics of Agri Production and Farm Management” – Avishakar Publishers and Distributors
3	Websites	<p> www.agriculture.gov.in/ www.manage.gov.in www.ica.coop/ www.apeda.gov.in www.fao.org/home/en/ www.worldbank.org http://indiagovernance.gov.in/docsearch.php?search=Agriculture&from_map=1&type=theme </p>
4	Journals	<p> Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Journal of Agribusiness Rural Marketing </p>
5	Supplementary Reading	<p> http://www.nwccindia.com/agriculture-logistics/ agriculture and production management: Union Budget </p>
6	Practical Component	<ul style="list-style-type: none"> • Make a field visit of a greenhouse farm to understand modern management activities on farm • Identify one successful/progressive farmer and conduct an interview to know various decisions taken by him/her to make successful farming • Visit various farm input selling centers and find out latest equipment and their benefits • Interact with various agro based and consumer goods producing companies and prepare report on their logistics issues while reaching rural urban markets

Semester	IV	Total Credit	4
Course Code	CC Spl-II 402 E	Credit Pattern	L-45, T-7, P-8
Course Title	PROJECT MANAGEMENT		

Course Objectives	
1	To make students understand fundamental concepts and characteristics of project including the basic roles, responsibilities and functions of project manager.
2	To Familiarize the Students with various Techniques of project financing and capital budgeting.
3	To introduce students to project evaluation and termination.

Course Outcomes: Students will be able to	
1	Explain basic concept of Project Management including Project Appraisal, Project Risk Management and use of IT in Project Management.
2	Select most appropriate Project from available options to the organization by analyzing all the projects on the basis of capital budgeting techniques.
3	Develop the Project Report of the project undertaken by the organization.
4	Determine Critical Path of project undertaken by organization and estimate project duration.

Syllabus:

Unit Number	Contents	Number of Sessions	
1	OVERVIEW OF PROJECT MANAGEMENT & SELECTION Concept & Definition of Project, Characteristics of Project, Types of Project, Project Identification, Project Selection & Criteria, Project Life Cycle, Concept & Importance of Project Management, Roles and Responsibilities of Project Manager, Work Breakdown Structure.	L= 12	
		T= 1	P= 2
2	PROJECT APPRAISAL & RISK MANAGEMENT. Concept of Project Appraisal, Technical Appraisal, Commercial Appraisal, Economic Appraisal, Financial Appraisal, Management Appraisal, Social Cost-Benefit Analysis, Introduction to Risk Management, Role of Risk Management in Project Management, Steps in Risk Management.	L= 11	
		T= 2	P= 2
3	PROJECT FINANCING & SCHEDULING Estimating Cost of Project, Components of Cost of Project, Sources of Project Financing, Development of Project Network, Time Estimation, Developing The Project Network Using CPM/PERT, Crashing The Network. (Numerical Treatment on CPM/PERT)	L= 11	
		T= 2	P= 2
4	PROJECT PLANNING & EVALUATION Project Evaluation: Concept, Purpose, Advantages. Project Audit: Meaning, Objectives, Phases of Project Audit. Project Quality Management, Project Management Information System (PMIS): Need of Project Management Software, Project Report Writing.	L= 11	
		T= 2	P= 2

Learning Resources		
1	Text Books	<ol style="list-style-type: none"> 1. Clifford F. Gray, Project Management: The Managerial Process, Sixth Edition, McGraw Hill Education 2. K. Nagrajan “Project Management”, New age international publication. 3. Ramakrishna & Kamaraju, Essentials of Project Management, Prentice Hall India Learning Private Limited
2	Reference books	<ol style="list-style-type: none"> 1. Jack Meredith, Samuel J. Mantel Jr. “Project Management- A Managerial Approach” John Wiley and Sons 2. Clifford F Gray, Erik W Larson, “Project Management-The Managerial Process” Tata Mcgraw-Hill Publishing Co Ltd 3. Robert K Wyzoubi & Rudd Acgary , “Effective Project management”, Wiley India Pvt.Ltd.
3	Websites	<ol style="list-style-type: none"> 1. https://www.project-management-knowhow.com/ 2. https://www.tutorialspoint.com/pmp-exams/index.htm 3. https://www.managementstudyguide.com/project-management-articles.htm 4. https://www.projectengineer.net/
4	Journals	<ol style="list-style-type: none"> 1. International Journal of Project Management – Elsevier 2. Project Management Journal PMI 3. Project Management Journal - Wiley Online Library 4. International Journal of Project Management ScienceDirect.com
5	Supplementary Reading	<ol style="list-style-type: none"> 1. John M Nicholas “Project Management For Business And Technology” Prentice Hall Of India Pvt Ltd 2. James P Lewis “Project Planning, Scheduling And Control” Tata Mcgraw-Hill Publishing Co Ltd
6	Practical Component	<ol style="list-style-type: none"> 1. Role play to understand roles & responsibilities of project manager. 2. To identify and visit ongoing projects undertaken by any local business to study project appraisal techniques and risk management. 3. To meet project finance personnel from any financial institution to understand project financing and capital budgeting techniques. 4. Library Exercise on Project Report Preparation by studying project reports prepared by any one company of your choice.

Semester	IV	Total Credit	4
Course Code	CC-Spl-II-402-(F)	Credit Pattern	L-44, T-8, P-8
Course Title	SOFTWARE ENGINEERING AND IT PROJECT MANAGEMENT		
Course Objectives			
1	To Understand The Nature Of Software Development And Software Life Cycle Process Models, Agile Software Development, SCRUM, And Other Agile Practices		
2	To Develop The Skill Of Software Design And User-Centric Approach And Principles Of Effective User Interfaces.		
3	To Infer The Need For Project Management And Project Management Life Cycle		
Course Outcomes: Students Will Be Able To;			
1	plain Needs For Software Specifications Also They Can Classify Different Types Of Software Requirements And Their Gathering Techniques		
2	justify The Role Of SDLC In Software Project Development And They Can Evaluate The Importance Of Software Engineering In PLC.		
3	amiliar With The Different Methods And Techniques Used For Project Management..		
4	Discuss The Parameters Of The Software Project's Success And Failures.		
Unit Number	Contents	Number of Sessions	
1	Concept Of Software, Program V/S Software, Software Characteristics, Software Myths, Software Development Life Cycles. – Waterfall Model, Prototyping Model, Spiral Model, Coding guidelines, Structured Approach To System Design -: Principles of software design, DFD, Data Dictionary, Decision Tree, Decision Table & Structured English, E-R Diagrams	L= 11	
		T= 2	P= 2
2	Software Requirement and Specification, Characteristics of Good User Interface Design, Concept of white box testing and black-box testing. Object-Oriented Project Design, Introduction: Software Project Management, I.T. Stakeholders, Understanding the project, Project Initiation, Product Life Cycle, Skills and Qualities of Software Project Manager	L= 12	
		T= 2	P= 1
3	Project Planning - Work Break Down Structure, CASE Tools, Types of Software maintenance, Defining The Project – Deliverables, Objects And Scope, Project Scheduling, Estimating the project – Period Vs Effort, Contingency, Type of costs, Preparing the Project Budget, Defining And Managing The Risk, Managing Information systems Project Time and Resources	L= 11	
		T= 2	P= 2
4	Implementation Activities – Forming a Project Team, Managing People And Organizing Teams, Managing Client Expectations, Configuration Management, Identifying Information Systems Project Risks, Evaluating Success- Software Quality Factors, Causes of Failure, Project Success, Measure of end-user satisfaction, Closing the project And Business Continuity, Data Disaster, Virus Disasters, Software Disasters, Data Center Disasters	L=11	
		T= 2	P= 2

Note:

1. Students will have to complete all tutorials, assignments, and lab sessions for internal credits.

Learning Resources		
1	Text Books	2. Fundamentals Of Software Engineering – Roger Pressman 3. Information Technology Project Management – Jack Marchewka – Wiley India Edition
2	Reference books	3. Fundamentals Of Software Engineering - Rajib Mall Ghezzi, Jazayeri Stephen H. Khan 4. Software Requirements And Estimation - Fenton, Ptleeger McGraw Hill 5. Project Management For Software Development - Jaico 6. IT Project Estimation – Paul Coombs. – Cambridge 7. Information System Project Management - John McManus, Trevor Wood- Happer – Pearson. 8. 6. Software Project Management – Bob Hughs , Mike Cotterell – Tata McGrawhill
3	Website	4. www.tutorialspoint.com 5. www.guru99.com 6. www.examupdates.in
4	Journals	2. International Journal of Scientific Computing 3. International Journal of Statistics & Management Systems 4. Chartered Secretary
5	Supplementary Reading	2. Business Line 3. Current affairs in news papers 4. Information system Audit Reports from computer consultancies
6	Practical Component	1. Visit any computer consultant firms and discuss and understand about Software engineering process 2. Case study about Information system Project Planning

Semester	IV	Total Credit	4
Course Code	DSE-401	Credit Pattern	L-45, T-6, P-9
Course Title	INTERNATIONAL BANKING & FOREX MANAGEMENT		

Course Objectives	
1	Familiarizing the students with functions and performance of international financial institutions
2	Developing Awareness in the students as to operational mechanism of foreign exchange market in India

Course Outcomes	
	The students will able to learn:
1	Names of Various Important International Financial Institutions and their functions
2	Forms of Finance to be availed in International Markets
3	Regulatory Framework for Foreign Exchange.

Syllabus:

Unit Number	Contents	Number of Sessions	
1	International Banking: Global trends and developments in International banking- International Financial Centres, Offshore Banking Units, SEZs-International Financial Institutions: IMF; IBRD, BIS, IFC, ADB-Legal and Regulatory aspects of international banking	L= 11	
		T= 2	P= 2
2	International Finance: Fundamental principles of lending to MNCs; International Credit Policy Agencies and Global Capital Markets; Methods of raising equity and debt resources through ECBS, ADRs/GDRs, ECCBS and other types of Bonds, etc in international markets	L= 12	
		T= 1	P= 2
3	Project and Infrastructure Finance- Investments both in India and abroad, joint ventures abroad by Indian Corporates, investment opportunities abroad for resident Indians; Financing of mergers and acquisitions.	L= 11	
		T= 1	P= 3
4	Framework of Foreign Exchange: Sources and Uses of Foreign Exchange-Balance of Payments; Foreign Exchange Market Mechanism-Different types of exchange rates, exchange rate determination, convertibility of Indian Rupee; Role of Banks in Forex markets -Functions of a Forex Dept, maintenance of foreign currency accounts Forex Business: Foreign Exchange Management Act (FEMA) and its philosophy; Role of RBI and FEDAI in regulating foreign exchange business of banks/other authorised dealers-NRI customers and various banking and investment products available to them under FEMA	L= 11	
		T= 2	P= 2

Learning Resources

1	Text Books	Indian Institute of Banking and Finance, International Banking, Mumbai
2	Reference Books	<ol style="list-style-type: none">1. Jeevanandam C., Foreign Exchange, Practice, Concepts & Control, Sultan Chand & Sons, New Delhi2. Chaudhuri BK & Agarwal OP, Foreign Trade & Foreign Exchange, Himalaya Publishing House, Mumbai3. Apte PG, International Financial Management, Tata McGraw Hill Publishing Company Ltd., New Delhi4. Rajwade AV, Foreign Exchange, International Finance & Risk Management, Academy of Business Studies, New Delhi
3	Websites	www.rbi.org.in
4	Journals	<ol style="list-style-type: none">1. Capital Market2. Artha Vijnana, Journal of the Gokhale Institute of Politics and Economics3. Finance India, Indian Institute of Finance
5	Supplementary Reading	<ol style="list-style-type: none">1. Current Affairs Mags, Dailies
6	Practical Component	<ol style="list-style-type: none">1. Collecting Formats used in international trade such LC, BG, Bill of lading, shipping bill, etc.2. Calculating forex quotes and cross currency quotes

Semester	IV	Total Credit	4
Course Code	DSE Spl-II-402(A)	Credit Pattern	L-45, T-6, P-9
Course Title	INVESTMENT AND PORTFOLIO MANAGEMENT		
Course Outcomes: The students will able to learn			
1	Analyze the relationship between security analysis and market portfolio		
2	Evaluate the performance of portfolios		
3	Design various investment avenues as a small and corporate investor.		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Introduction to Investment: Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Non marketable Financial Assets – Money Market Instruments – Bond/Debentures – Equity Shares – Schemes of LIC – Mutual Funds (History and Types)– Financial Derivatives(Derivative Market, Instruments in derivative market, Calculation of pay offs from options) – Real Assets – Real Estate – Art – antiques and others. Introduction to Stock Market: Primary and secondary market, regulation of Stock Market- Companies Act, SEBI, Securities contract regulation Act	L= 11	
		T= 2	P= 1
2	Fundamental Security Analysis: EIC And CIE Approach. Technical Analysis – Technical Tools - The Dow Theory – Primary Trend – The secondary Trend – Minor Trends –Charts. Efficient Market Theory – Basic Concepts – Random-Walk Theory – Weak Form of EMH – Semi-strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies.	L= 11	
		T= 1	P= 3
3	Portfolio Management: Meaning of Portfolio, Steps of Portfolio Management. Code of Conduct for portfolio Manager. Portfolio Analysis – Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance – Beta (simple problems) – Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation. Portfolio Risk and return.	L= 12	
		T= 2	P= 3
4	Portfolio Evaluation: Asset Pricing Model Portfolio Evaluation – Capital Asset Pricing Model (CAPM) – Security Market Line – Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models – Sharpe’s Performance Index – Treynor’s Performance Index – Jensen’s Performance Index. Bond, terminologies used in Bond, Valuation and Immunization of Bond	L= 11	
		T= 1	P= 2

Note:

1. Portfolio Risk and return with two and three securities
2. Bond Valuation, Duration and Immunization
3. Mutual fund rankings with Sharpe and treynor
4. Problems of Pay off on option (Derivative)

Learning Resources		
1.	Text Books	<ol style="list-style-type: none"> 1. Kapil Sheeba, "Financial Management" Pearson Publication House. 2. Jonathan Berk, Peter, "Financial Management" Pearson Publication House. 3. Sharan Vyuptakesh, "Fundamentals of Financial Management" Pearson Publication. 4. James C Van harne, "Financial Management & Policy" Pearson Publication House. 5. ICSI: Handbook on Mergers Amalgamations and takeovers.
2.	Reference Books	<ol style="list-style-type: none"> 1. Punithavathy Pandian, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, Vikas Publications Pvt. Ltd, New Delhi. 2001. 2. Kevin .S, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, PHI, Delhi, 2011 3. Yogesh Maheswari, INVESTMENT MANAGEMENT, PHI, Delhi, 2011 4. Bhalla V K, INVESTMENT MANAGEMENT: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, S Chand, New Delhi, 2009 5. Prasanna Chandra, PORTFOLIO MANAGEMET, Tata McGraw Hill, New Delhi, 2008. 6. R.P.Rustagi, "Financial Management", PHI, 10th edition.
3.	Websites	<p><u>INFLIBNET</u> http://nlist.inflibnet.ac.in <u>J-GATE</u> http://jgateplus.com <u>EBSCO</u> http://search.ebscohost.com Library online Opac Address: http://192.168.1.111:8080/opac *For INFLIBNET individual usernames and passwords are already given. Use the same</p>
4.	Journals	<ul style="list-style-type: none"> • Prabhandan: Indian Journal of Management • IUP Journals • ICSI Journals • Finance India • Indian Journal of Finance (New Sub.) • Journal of Accounting & Finance etc.
5.	Supplementary Reading	<ul style="list-style-type: none"> • Financial Express • Economics Times • Business Standard • Times of India • Indian Express.
6.	Practical Component	<ul style="list-style-type: none"> • Practical Problems on Portfolio Risk and return with two and three securities • Practical Problems on Bond Valuation, Duration and Immunization • Practical Problems on Mutual fund rankings with Sharpe and treynor • Practical Problems on Problems of Pay off on option (Derivative) • Financial statement analysis using Proves-IQ • Companies Financial Reports & Corporate case studies.

Semester	IV	Total Credit	4
Course Code	DSE Spl-II-402(B)	Credit Pattern	L-45, T-8, P-7
Course Title	TALENT AND HUMAN CAPITAL MANAGEMENT		
Course Objectives			
1	To develop understanding of contemporary issues in Human Capital Management.		
2	To increase awareness about Talent and Human Capital Management and ability to work both independently and collaboratively.		
3	To enable students to critique human resource management issues across levels and recommend managerial interventions to solve organizational problems.		
Course Outcomes :- Students will be able to:			
1	Describe the concept of Talent and Human Capital Management		
2	Apply different concepts of Human Capital Management.		
3	Summarize Cafeteria Approach in Compensation		
4	Critically evaluate emerging trends in Talent and Human Capital Management.		

Syllabus:

Unit Number	Contents	Number of Sessions
1	Talent Management: Acquiring talent, Retaining talent, Nurturing talent, Developing and Recognizing talent. Competency Management: Iceberg Model of Competencies, Types of competencies, Objectives of Competency Mapping, Benefits of Competency approach, Competency Mapping Methodology. Employee Engagement: Means to promote Employee Engagement, Relationship with Talent Management.	L= 12
		T=2 P= 1
2	Concept of Human Capital Management -HRD Audit: Characteristics, Scope, Process, Methodology, Documents and outcomes. HR Accounting: Objectives, Methods, Advantages and Limitations. Human Resource Information System: Issues while adopting HRIS, Sub-systems of HRIS, Steps in designing HRIS, Advantages of using HRIS.	L= 11
		T=2 P= 2
3	Cafeteria Approach in Compensation, Concept of HR Balanced Scorecard. Employee empowerment- concept, objectives, Pre-requisites, types, Process, benefits, limitations. Flexi-time as a retention tool, Moonlighting: causes and HR interventions, Succession Management, Workforce Diversity, Green HRM, Employer and Employee Branding	L= 11
		T=2 P= 2
4	Learning Organization- Concept, Learning culture, HRD in Learning Organization, Role of HRM in Learning organization. Quality circle- constitution and process, Quality of Worklife- objectives, importance, determinants of QWL.	L= 11
		T=2 P= 2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.

Learning Resources		
1	Reference books	<ol style="list-style-type: none"> 1. Lyle M. Spencer, Signe M. Spencer, Competence at work –JohnWiley 1993 2. Naik G.P, Competency mapping, Assessment and Growth - IIHRM,2010. 3. Herman Aguinis, Performance Management - Pearson Education,2007. 4. Lance A. Berger &DorothyR. Berger, The Talent Management Hand Book - Tata McGraw Hill.
2	Practical Components	<ol style="list-style-type: none"> 1. Students are expected to conduct a study on how talent is acquired and retained – in various industries – and various strategies followed by the respective companies. 2. Students will collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions. 3. Students will collect data in your college or any other organization using Q 12 instrument and analyze it to find out the engagement level of employees. 4. Students will identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership.
3	Journals	<ol style="list-style-type: none"> 1. Harvard Business Review 2. Manpower Journal 3. Human Capital

Semester	IV	Total Credit	4
Course Code	DSE Spl-II-402-(C)	Credit Pattern	L-45, T-8, P-7
Course Title	INTEGRATED MARKETING COMMUNICATION		PAPER-IV
Course Objectives			
1	Students will become familiar with concepts, theories of IMC.		
2	Students will understand techniques in IMC.		
3	Students will be able to utilize various tools for IMC strategies.		
Course Outcomes: Students will be able to;			
1	Explain various integrated marketing communication tools & techniques processes		
2	Design marketing communication plans		
3	Evaluate cost elements of marketing communication		
4	Apply social media for marketing communication		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Unit I IMC & Brand Management – Conceptual overview of IMC, Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; Brand Management- Meaning and Definition – Brand Identity System – Types of Branding - Branding Decisions - Brand Extension – Multi- Brand Portfolios - Branding and Positioning– Concept of Brand Equity. Measuring Brand Equity.	L=11	
		T=2	P=2
2	Unit II Media Management- Elements of the Communications Mix - Media Mix - Types of Media- Media Selection- Planning and Buying –Scheduling media objectives, Media channel strategy, audience research, tactics and the media schedule, Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model Strategy - Cost and Ability – Matching Media and Market - Media Ad. Effectiveness.	L=12	
		T=2	P=1
3	Unit III Advertising Management- Meaning and Definition – The Five of Advertising Advertising's role in the promotional mix, Theories of advertising effects, Advertising campaign planning, Function of Advertising Agencies – Advertising effectiveness - DAGMAR Approach in Advertising Push vs pull strategy, advertising budgets- Measuring advertising effectiveness(Pre-testing, Copy testing,), Tracking, Advertising return on investment (ROI),Careers, Advertising for special markets or products,	L=11	
		T=2	P=2
		L=11	

4	Unit IV Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, Electronic-PR, Advertising Laws & Ethics:, Intellectual Property Rights,.	T=2	P=2
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Learning Resources		
1	Text Books	1.Kotler, Kelller, – Marketing Management: A South Asian Perspective – Pearson Pentice Hall
2	Reference books	1.Aaker David A – Building Strong Brands – The Free Press, New York 2. Keller K. - Strategic Brand Management- Prentice - Hall India 3. Kapferer Jean Noel – Strategic Brand Management – Kogan Page London 4. Keller, Parameswaran, Jacod- Strategic Brand Managemnt- Pearson 4. Chunawalla and Sethia – Foundation of Advertising Theory and Practice- HP Publication 5. Clow Baack - Integrated Advertising, Promotion and Marketing Communication –Pearson Education 6. Kenneth E.C. , Donald Baack - Integrated Advertising, Promotion and Marketing Communications 7. George Belch and Michel Belch - Advertising and Promotion- Tata McGraw-Hill edition 8. Bly the Jim – Marketing Communication – Prentice Hall 9. U C Mathur - Advertising Management- - New Age International 10. Arunkumar, M Meenakshi - Marketing Management-Vikas Publication
4	Journals	1.Indian Journal of Marketing 2.IUP Journal of Business Strategy 3.Current Contents In Management Marketing
5	Supplementary Reading	The Economic Times Business Standard
6	Practical Components	1.Conduct Group activity based on all units 2. Case discussion on subject related contents 3. Take different situational activities e.g. - Business Games to the students. 4.Library assignments based on all units

Semester	IV	Total Credits:	4
Course Code	DSE Spl-II-402-(D)	Credit Pattern	C – 44, P = 2 T = 2
Course Title	AGRI-COMMODITY MARKETS AND AGRI-BUSINESS		
Course Out Comes: Students will be able to			
1	Discuss commodity markets for various agricultural produce		
2	Analyze commodity trading practices in India and other countries		
3	Appraise the Agri-commodities Markets and Agribusiness		

Syllabus:

Unit Number	Contents	Number of Sessions	
1	Commodity Markets and Commodity Risk: An Overview: Introduction Commodity markets, marketing of agricultural commodities, physical market operations, Understanding risk, managing risk, evolution of commodity derivatives, evolution of commodity derivatives in India	L= 11	
		T= 2	P= 2
2	Commodity Derivatives: Meaning, Types and classification, pricing derivatives, derivative markets and its participants, economic importance	L= 11	
		T= 2	P= 2
3	Commodity Exchanges: Introduction, commodity exchanges around the world and in India, Electronic Spot exchange, regulation of commodity markets	L= 11	
		T= 2	P= 2
4	Variety in commodity Markets: designing commodity controls, weather derivatives, freight derivatives, electricity derivatives, catastrophe derivatives, carbon derivatives, currency derivatives and property derivatives	L= 11	
		T= 2	P= 2

Note:

1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class.

Learning Resources		
1	Text Books	<ul style="list-style-type: none"> • Purcell WD, 1991, Agricultural Futures and Options: Principles and Strategies, Macmillan Publications
2	Reference books	<ol style="list-style-type: none"> 1. Kaufman PJ, 1986, The Concise Handbook of Futures Markets, John Willy and Sons, 2. Wasendorf RR and Mc Cafferty, 1993, All About Commodities from the Inside Out, Mc Grow hill
3	Websites	www.indiabudget.nic.in www.commodityonline.com
4	Journals	Indian Journal of Agricultural Economics Indian Journal of Agricultural Marketing Journal of Agribusiness Indian Journal of Finance Rural Marketing Vikalpa
5	Supplementary Reading	e-NAM website www.mcxindia.com
6	Practical Component	<ul style="list-style-type: none"> • Identify the various countries standards of commodity trading and prepare a report

		<ul style="list-style-type: none">• Collect commodity data and analyze product wise trend and forecaste• Visit nearby commodity trading agency and conduct an interview with trading executive and submit report
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Semester	IV	Total Credit	4
Course Code	DSE-Spl-II-402-(E)	Credit Pattern	L-44, T-8, P-8
Course Title	MODERN APPROACHES TO QUALITY MANAGEMENT		

Course Objectives:	
1	To make students understand fundamental concepts and principles of quality management, including the basic concept and functions of service quality management.
2	To make students knowledgeable about theoretical aspects and practical application of statistical quality control techniques.
3	To introduce students to various quality management awards& its framework.

Course Outcomes: Students will be able to;	
1	Describe different concepts related to Quality Management.
2	Apply relevant practices of Quality Management in the organization.
3	Analyze issues involved in Quality Management.
4	Evaluate the recent developments in Quality Management

Note:

1. Case studies on each of the aspects mentioned in the syllabus need to be discussed.

Unit Number	Contents	Number of Sessions	
1	INTRODUCTION TO QUALITY MANAGEMENT Definitions of Quality, Dimensions of Quality, Meaning of Quality Management, Evolution of Quality Management, Quality Assurance, Quality of Design, Quality of Conformance, Cost of Quality: Cost of Poor Quality, Cost of Internal & External Failure, Appraisal Cost, Prevention Cost. Quality Function Deployment.	L=11	
		T=2	P=2
2	STATISTICAL QUALITY CONTROL Meaning And Significance of Statistical Quality Control, Need of Accepting Sampling, Types of Sampling Plans, OC Curve, Introduction To Statistical Process Control & Control Charts, Control Charts for Variable, Control Charts for Attribute. (Numerical Treatment on Control Charts)	L=11	
		T=2	P=2
3	TOTAL QUALITY MANAGEMENT& SIX SIGMA Total Quality Management: Concept of TQM, Evolution of TQM, Principles of TQM, TQM Model, Implementation of TQM (PDCA Cycle), Training for Quality Management. Six Sigma: Introduction to Six Sigma, Evolution of Six Sigma, DMAIC Model for Implementing Six Sigma, Six Sigma Impact Measurement. Quality Circles.	L=11	
		T=2	P=2
4	SERVICE QUALITY MANAGEMENT& QUALITY	L=11	

	<p>MANAGEMENT AWARDS</p> <p>Introduction to Service Quality, The Service Quality GAP Model, Measuring& Improving Service Quality, Quality System Standards, Bureau of Indian Standards, International Organization of Standardization, ISO 9000-2000, Deming Prize, Malcolm Baldrige National Quality Award, Rajiv Gandhi National Quality Award, The Golden Peacock National Quality Award.</p>	T=2	P=2
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2. Video cases and documentary films relating to the syllabus to be exhibited in the class.

Learning Resources		
1	Text Books	<ol style="list-style-type: none"> 1. Amitva Mitra, Fundamentals of Quality Control and Improvement, Wiley 2. R. Panneerselvam & P. Sivasankaran, Quality Management, Prentice Hall India Learning Private Limited 3. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 4. M. Mahajan, Statistical Quality Control, Dhanpat Rai& Co.
2	Reference books	<ol style="list-style-type: none"> 1. Kanishka Bwdi ,“Quality Management”, Oxford University Press 2. David Hoyle, Quality Management Essentials, Butterworth-Heinemann
3	Websites	<ol style="list-style-type: none"> 1. https://www.managementstudyguide.com/total-quality-management-articles.htm 2. https://www.managementstudyguide.com/six-sigma-articles.htm
4	Journals	<ol style="list-style-type: none"> 1. International Journal of Productivity and Quality Management (IJPQM) 2. Journal of Quality Management ScienceDirect.com 3. Quality Management Journal – Scimago 4. The TQM Journal information – Emerald
5	Supplementary Reading	<ol style="list-style-type: none"> 1. Dale H. Besterfield et al, Total Quality Management, Third edition, Pearson Education 2. Evans & Lindsay, An Introduction to Six Sigma & Process Improvement, Cenage learning
6	Practical Component	<ol style="list-style-type: none"> 1. To meet quality control manager of any local manufacturing organization to understand application of Quality Control Tools. 2. Identifying and visiting local ISO Certified organization to understand criteria for getting ISO Certification. 3. Visiting any local service sector business to study its Quality Management Framework. 4. Library Exercise on any one of the Quality Management Awards studied and any one award winning company of your choice.

Semester	IV	Total Credit	4
Course Code	DSE-Spl-II-402(F)	Credit Pattern	L-45, T-8, P-7
Course Title	APPLIED DATA SCIENCE AND BUSINESS ANALYTICS USING R		

Course Objectives

1	To understand the nature of software development and software life cycle process models, agile software development, SCRUM, and other agile practices
2	To develop the skill of software design and user-centric approach and principles of effective user interfaces.
3	To infer the need for project management and project management life cycle

Course Outcomes: Students will be able to;

1	plain needs for software specifications also they can classify different types of software requirements and their gathering techniques
2	stify the role of SDLC in Software Project Development and they can evaluate the importance of Software Engineering in PLC.
3	miliar with the different methods and techniques used for project management..
4	scuss the parameters of the software project's success and failures.

Unit Number	Contents	Number of Sessions	
1	Introduction to Data Science – Data Science Process, Concept of Big Data, Business Intelligence, Concept of Data mining, uses of data mining, Concept of data warehousing, OLAP, OLTP, A Process Model for Data Mining, Analytics for managers, Modules and Model Building, hard coding and soft coding in excel	L= 11	
		T= 2	P= 2
2	Introduction to Business Analytics, Prerequisites for effective business analytics, Applications of Business Analytics, ETL Process, Role of statistics in Analytics, Types of Digital Data, ETL Process, Introduction to R and its environments, Installing R, The R community, The R environment, Installing R, Variables in R, Working with R, R Packages	L= 12	
		T= 2	P= 1
3	Single-mode Data Structure-Create, Attributes, subscripting, Multi-mode data structure- Create, Attributes, subscripting, Decision making Structures, Predictive analytics, Emergence of Predictive Analytics, Applications of Predictive Analytics	L= 11	
		T= 2	P= 2
4	Basic Visualization-Pie Chart, Bar Chart, Line Chart, Q-Q Plot, Box-and-Whisker plot, Bubble plot, Role of statistics in Analytics, Basic Statistics using R, Time-series Models, Decision Tree, Clustering using R, Machine learning for text data, Building web applications with Shiny project	L=11	
		T= 2	P= 2

Note:

2. Students will have to complete all tutorials, assignments, and lab sessions for internal credits

Learning Resources		
1	Text Books	4. Fundamentals Of Software Engineering – Roger Pressman 5. Information Technology Project Management – Jack Marchewka – Wiley India Edition
2	Reference books	9. Fundamentals Of Software Engineering - Rajib Mall Ghezzi, Jazayeri Stephen H. Khan 10. Software Requirements And Estimation - Fenton, Ptleeger McGraw Hill 11. Project Management For Software Development - Jaico 12. IT Project Estimation – Paul Coombs. – Cambridge 13. Information System Project Management - John McManus, Trevor Wood- Happer – Pearson. 14. 6. Software Project Management – Bob Hughs, Mike Cotterell – Tata McGraw-Hill
3	Website	7. www.tutorialspoint.com 8. www.guru99.com 9. www.examupdates.in
4	Journals	5. International Journal of Scientific Computing 6. International Journal of Statistics & Management Systems 7. Chartered Secretary
5	Supplementary Reading	5. Business Line 6. Current affairs in newspapers 7. Information system Audit Reports from computer consultancies
6	Practical Component	3. Visit any computer consultant firms and discuss and understand about Software engineering process 4. Case study about Information system Project Planning

Semester	IV	Total Credit	2
Course Code	AECC-401	Credit Pattern	L-22, T-8
Course Title	Employability Skills		
Course Objectives			
1	Develop effective communication skills		
3	Develop broad career plans		
Course Outcomes			
After completion of this course the student will be able to:			
1	Match the job requirements and skill sets.		
3	Evaluate the employment market.		
Unit Number	Contents		
1	<p>Personality, Interpersonal and employability skills and Emotional Intelligence: (15) Basic Interaction Skills –Within family, Society. Interpersonal and intrapersonal skills. Types of skills; Decision Making, Articulation Skills, Emotional Intelligence Human relations examples through role – play and cases</p>		
2	<p>Leadership Skills, Team work, Conflict Management ,Interview Skills, Time Management and Stress Management: (15) Leadership skills – Leadership in groups, coaching, strategic management Team work & Team building - Characteristics of an effective team, Essentials of an effective team, Evolution Team. Activities – Team trust, team shape up. Conflict Management – Types of conflicts, how to cope with them Small cases including role – plays will be used as teaching methodology. Interview skills – Preparation pre-during and post interview Resume writing, self grooming for the interviews. Introduction, Types of interviews, process of interview, Preparation of the candidate, preparation of the interviewer, common interview questions. Time Management – Importance, Prioritizing tasks, Personal Goal Setting – SMART goals, delegation, Time management in meetings, barriers to time management, identifying and handling time consuming tasks. Activity – Games, role-play, case studies. Stress Management – Understanding stress, Types of stress, symptoms, causes of stress. Managing stress, Techniques of managing stress. Activity – questionnaire to find out the level of stress.</p>		
Learning Resources			
1	Reference Books	<p>Business Communication – Urmila Rai & S M. Rai, 12/e, Himalaya Publishing House, 2010. Enhancing Soft Skills – Prof. Dipali Biswas, 1/e, Shroff Publishers & Distributors Pvt. Ltd., 2009. The ACE of Soft Skills – Gopaldaswamy Ramesh & Mahadevan Ramesh, 3/e, Pearson Education, 2012. Successful Career, Soft Skills and Business English – Varanasi Bhaskara Rao & Y. Kameswari, 1/e, BS Publications, 2010. Personality Development and Soft Skills - Barun K. Mitra Emotional Intelligence by Daniel Goleman</p>	

