

MINUTES OF THE MEETING OF THE FACULTY OF MANAGEMENT HELD ON 23rd APRIL, 2016 AT 10.30 A.M. IN PRAGYA MANDIR, BANASTHALI VIDYAPITH.

PRESENT

1. Prof. Harsh Purohit	-	Convener
2. Shri Abhinav Nigam	-	Internal Member
3. Dr. Akshita Arora	-	Internal Member
4. Dr. Bal Gopal Singh	-	Internal Member
5. Ms. Meenakshi Rohella	-	Internal Member
6. Dr. Megha Aggarwal	-	Internal Member
7. Ms. Neerja Dixit	-	Internal Member
8. Ms. Nishtha Pareek	-	Internal Member
9. Shri Prashant Raman	-	Internal Member
10. Ms. Priyanka Tyagi	-	Internal Member
11. Dr. Priyanka Vijay	-	Internal Member
12. Ms. Shabnam Siddiqui	-	Internal Member
13. Dr. Sonal Purohit	-	Internal Member
14. Dr. Tarun Soni	-	Internal Member
15. Ms. Urvashi Bhamboo	-	Internal Member
16. Ms. Kanika Gupta	-	Internal Member
17. Ms. Nandita Mittal	-	Internal Member

External Members:

1. Shri Shrikant Pareek
2. Prof J.K. Jain
3. Dr. Dewakar Goel

NOTE: *Shri Shrikant Pareek (External Member), Prof J.K.Jain (External Member), Ms. Anshika Yadav (Internal member), Dr. Mansi Mathur (Internal member), Dr. Neeti Kasliwal (Internal member), Dr. Swati Batra (Internal member) could not attend the meeting.*

The meeting commenced with discussion about emergence of WISDOM as India's biggest All Women B-School and appreciation about the quality academic infrastructure and good placement opportunities available to the students. Later the Dean introduced the members about the accomplishments of the external member Dr. Dewakar Goel. The members appreciated the fact that he has worked with PSU and Private organizations and extensively contributed to academia for the last 25 years. The members believe that his experience would be very useful for WISDOM in the exciting time to come.

The Dean carried the discussions further with focusing the importance of industry academia interaction. He emphasized that the students must be given more practical training along with the theory. Dr. Goel also mentioned that the courses which are the requirement of the industry must be introduced in B-Schools to make the students for job ready and to make them adaptable to the change which takes place as they shift from academics to industry. Dr. Goel also mentioned that the graduation courses must focus on basics in more depth while post graduation must be more focused on applied part.

The members also agreed that it is the time that B-Schools should move towards becoming Consciousness Schools and Divine Schools i.e. C-Schools /D-Schools and WISDOM can take a lead in this revolution because of inherent advantages at Banasthali and the fact that the Vidyapith has been always promoting Indian culture and ethos.

Ref. Item No.	Agenda Point	Faculty's Recommendation
Item No. 1	To confirm the minutes of its last meeting held on 7th May, 2014	Confirmed
Item No. 2	<p>To recommend panel of examiners(in the format enclosed) for each examination up to & inclusive of Master's Degree Examination keeping in view the following Bye-law 15.3.02 of the Vidyapith:</p> <p><u>15.3.02:</u> A person shall not ordinarily be qualified for appointment as an examiner in a subject for any examination unless,</p> <p>a) She\he has taught the subject for atleast three years upto the standard of the examination and possesses five years teaching experience of the subject.</p> <p style="text-align: center;"><u>OR</u></p> <p>b) Has had five years experience as an examiner in the subject of the standard of examination concerned.</p> <p><u>Important:</u> <i>The panel of examiners be prepared class-wise/paper-wise <u>afresh</u> by suggesting atleast six names for each practical and theory paper separately with full address, telephone no., cell phone no. etc. The panel of examiners should be submitted in a sealed envelope marked</i></p>	The Faculty members have been advised to propose a panel of examiners keeping in view bye law no. 15.3.02 of the Vidyapith and revert at the earliest.

	<p>'Confidential' with soft copy in Secrecy Section by the conveners of the Boards of Studies concerned.</p>	
<p>Item No. 3</p>	<p>To Recommend Courses of Study, Curricula and Scheme of Examination for the following Examinations:</p> <p>I. B.Com. /B.B.A/B.A. Examination</p> <ol style="list-style-type: none"> i. First Semester Examination, December'2016 ii. Second Semester Examination, April/May'2017 iii. Third Semester Examination, December'2017 iv. Fourth Semester Examination, April/May'2018 v. Fifth Semester Examination, December'2018 vi. Sixth Semester Examination, April/May'2019 	<p>I. <u>UG Programmes</u></p> <p>(i) B.Com.</p> <p>Pursuant to approval by Academic Council to commence B.Com. programme from Academic Year 2013-14, the recommended course structure and scheme of examination for B.Com and were approved by the Vidyapith and the syllabus were prepared in discussion with external experts every year. The formulated courses and the syllabi were further reviewed and it is recommended that following courses need minor modification, effective from 2016-17 session :</p> <ol style="list-style-type: none"> a) B.Com I Sem: 1.4 Micro Economics-I b) B.Com II Sem: 2.1 Mathematics for Business Applications c) B.Com III Sem: 3.3 Principles and Practices of Banking d) B.Com IV Sem : 4.1 Advance Accounting e) B.Com IV Sem: 4.2 Emerging Banking Services f) B.Com V Sem: Entrepreneurship & Motivation g) B.Com V Sem: 5.4.3 Financial Planning (and also change the nomenclature to Personal Finance) h) B.Com VI Sem: Vocational Courses – II Dynamics of Entrepreneurship <p>The details are attached in Annexure I</p> <p>The members discussed about excessive teaching of economics to the students and supported to teach a course 3.4 in Indian Management to the commerce students.</p> <p>It is therefore recommended to drop the course Macro Economics I and Macro Economics II from III and IV semester, and introduce course number 4.4 Macro Economics for Managers in IV semester and Indian Management course in III semester and the syllabus of both should be adopted from the one followed in the BBA programme, effective from 2016-17 session.</p> <p>After this change students would be studying 3 courses in economics instead of 4 earlier at the benefit of introducing Indian Management.</p> <p>(ii) <u>BBA</u></p> <p>The courses and the syllabi were reviewed and it is recommended that following courses need minor modification :</p> <ol style="list-style-type: none"> a) BBA III Sem: 3.3 Principles and Practices of banking

	<p>II. M.B.A Examination:</p> <p>i. First Semester Examination, December'2016</p> <p>ii. Second Semester Examination, April/May'2017</p> <p>iii. Third Semester Examination, December '2017</p> <p>iv. Fourth Semester Examination, April/May'2018</p>	<p>b) BBA II Sem : 4.2 Emerging Banking Services</p> <p>c) BBA V: Vocational Courses – I Entrepreneurship & Motivation</p> <p>d) BBA V Sem: 5.4 Mathematics for Management</p> <p>e) BBA VI Sem: 6.3 Indian Management</p> <p>f) BBA VI Sem: Vocational Courses – II Dynamics of Entrepreneurship</p> <p>It is also recommended to shift the course Indian Management from V semester to VI semester numbered as 6.3; delete Marketing in Special Domain course from VI semester and introduce course numbered 5.1 Personal Finance course in the V semester.</p> <p>The details are attached as Annexure I</p> <p>(iii) <u>B.A.</u></p> <p>The courses and the syllabi in Management were reviewed and the following changes are recommended w.e.f. 2016-17:</p> <p>a) BA IV Sem: 4.2 Emerging Banking Services is recommended to be replaced with Principles and Practices of Banking</p> <p>b) To replace the course 5.2 Business Taxation with Personal Finance in BA V semester.</p> <p>c) BA V Sem: 5.1 Indian Management syllabus is revised</p> <p>d) BA V Sem: Vocational Courses – I Entrepreneurship & Motivation syllabus is revised</p> <p>g) BA VI Sem: Vocational Courses – II Dynamics of Entrepreneurship syllabus is revised</p> <p>The details are attached in Annexure I</p> <p>II. <u>PG Programmes</u></p> <p>(i) M.B.A.</p> <p>The members recommend minor changes in the below mentioned courses:</p> <p>a) MBA I Sem: 1.1 Indian Ethos and Human Quality Development</p> <p>b) MBA I Sem: 1.4 IT and MIS</p> <p>c) MBA IV Sem: Indigenous Management System.</p> <p>The details are attached in Annexure II</p> <p>It has been also observed that Public Policy is emerging as a new field of interest among stakeholders and specialization in Public Policy can prepare students for jobs in field of CSR and Research.</p> <p>In view of details enclosed in Annexure III it is recommended introducing Public Policy & CSR as an</p>
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<p>Item no. 4</p>	<p>To review of evaluation process and learning methodology in backdrop of dynamic environment.</p>	<p>elective from session 2016-17 or 2017-18. The specialization should be offered subject to a good number of students enrolling.</p> <p>It was discussed that evaluation process needs to be made more fruitful and it must add additional value to the learning of students. The members recommend that more emphasis should be given to presentations and where ever possible MOOCs must be used for internal assignment providing students a platform and incentive to learn new concepts. It is recommended that in view of suggestions by the Hon'ble Vice-Chancellor, the class wise schedule of assignments/internal should be prepared.</p>
<p>Item no. 5</p>	<p>To introduce PG Diploma in Banking leading to Executive MBA in tie-up with a bank.</p>	<p>The proposed plan for introducing PG Diploma in Banking leading to Executive MBA was discussed in the meeting. It is recommended that pursuant to approval from a PSU/Private Bank with a Pre Joining letter to students from the bank, the programme may be offered and the syllabus may be prepared jointly by the faculty members and the bank.</p>
<p>Item no. 6</p>	<p>To devise a plan comprising kick start sessions, mentoring and competitions in the campus.</p>	<p>It was discussed that the orientation of the students must be done in such a way that they are able to understand the ideology of Banasthali easily. Along with it the students should be motivated to participate in various University and Inter-university competitions. The mentoring of the students for various projects needs to be done more seriously. It was also discussed that the students need to be made more focused on entrepreneurship development.</p>
<p>Item no. 7</p>	<p>To identify MOOCs, sequencing and mechanism for implementation in relation to improve the pedagogy.</p>	<p>It was discussed to make MOOCs the integral part of the studies where ever possible. Also it was discussed that MOOC's should be used as a method of internal evaluation and an action plan for introducing MOOCs is enclosed as Annexure IV.</p>
<p>Item no.8</p>	<p>To evaluate the reports received from the examiners of the different examination of 2014-15 and submit a critical report.</p>	<p>The observations about the reports of the examiner are as follows :</p> <ol style="list-style-type: none"> i. The students' answers were to the point ii. The students were able to attempt both direct and indirect parts. iii. The students focused more on answering direct questions as compared to the indirect iv. The standard of numericals in various papers was not up to the mark.
<p>Item no.9</p>	<p>To evaluate the question papers of semester examinations of 2014-15 keeping in view the following observation of the Vice-Chancellor: "There is a</p>	<p>The question papers of 2013-14 were a combination of implied and direct questions which gave students a good option. While in some subjects the committee pointed out that the question papers were too direct. It is observed that the question paper of bachelors needs to be kept more to basics as compared to applied.</p>

<p>growing concern in many disciplines that quality of question papers has deteriorated over the years. We must evaluate periodicals and semester examination papers to ascertain to whether this indeed is the case. A comprehensive report on this item will be appreciated showing whether the nature of questions have changed, say from analytic to descriptive, less application oriented , more information based etc. In the end, we need to conclude whether overall the quality of question papers has deteriorated or has not changed.” (Copies of question papers will be placed on table)</p>	<p>It is recommended that the Vidyapith may consider exploring format of Question papers and some multiple choice/ short answer / word limit questions may be introduced.</p>
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The meeting ended with a vote of thanks to the chair.

Annexure I

Syllabus of B.Com/BBA/BA Courses

Note:

- *Strike through in existing means DELETED,*
- *BOLD in existing & proposed means re-structured*
- *ITALIC BOLD in proposed means added*

B.Com I Semester
Paper 1.4: Micro Economics-I

Existing Syllabus	Proposed Syllabus	Remarks
<p>Objective: In this paper, student is expected to understand the behavior of an economic agent, namely, a consumer and producer.</p> <p>Unit-I: Nature and scope of Economics. Consumer Equilibrium: Utility Approach- Assumptions and laws, Indifference curve approach- Concepts and properties of Indifference curves, budget line, Changes in consumer equilibrium- price, income and Substitution effects.</p> <p>Unit-II: Derivation of demand curve from price consumption curve for Normal and Giffen goods. Substitute and Complementary goods. Comparison between utility and Indifference curve approach. Applications and uses of Indifference curves</p> <p>Unit-III: Elasticity of Demand- concept and measurement of Price elasticity of demand, determinants of Price elasticity of demand. Income and Cross elasticity of demand. Consumer surplus- Concept and measurement.</p> <p>UNIT IV: Production function: Law of variable proportions Returns to scale- concepts of Isoquants and Iso-cost line, Least cost combinations, concept of ridge lines.</p> <p>UNIT V: Concept of cost: Money, Opportunity and real. Short-run cost curves: Total cost, Total fixed and variable cost, Average cost and Marginal cost. Long-run Total cost,</p>	<p>Objective: In this paper, student is expected to understand the behavior of an economic agent, namely, a consumer and producer.</p> <p>Unit-I: Concept of micro and macro economics- nature and their scope. Consumer Equilibrium: Utility Approach- Assumptions and laws. Indifference curve approach- Concepts, properties, applications and Uses of indifference curves. Comparison between utility and indifference curve approach. Budget line.</p> <p>Unit-II: Law of Demand and Its Elasticity- Price Elasticity And Its Measurement and Determinants. Income and Cross Elasticity Of Demand. Consumer Surplus- Concept and Measurement.</p> <p>Unit-III: Changes In Consumer Equilibrium- Price, Income And Substitution Effects. : Derivation Of Demand Curve From Price Consumption Curve For Normal And Giffen Goods. Substitute And Complementary Goods.</p> <p>UNIT IV: Production function: Law of variable proportions Returns to scale- concepts of Isoquants and Iso-cost line, Least cost combinations, concept of ridge lines.</p> <p>UNIT V: Concept of cost: Money, Opportunity and real. Short-run cost curves: Total cost, Total fixed and variable cost, Average cost and Marginal cost. Long-run Total cost, average and marginal cost curves.</p>	<p>For better understanding of the students, Units and their topics have been reframed /shuffled.</p>

average and marginal cost curves.

Books Recommended:

1. Gauld, J.P. and Edward P.L. Micro Economic theory, Richard Irwin, Homewood.
2. Lipsey, R.G. and K.A. Chrystal, Principles of Economics (9th Edition) Oxford University Press oxford.
3. Mansfield, Micro Economics (9th edition) W.W. Norton and company, New York.
4. Samuelson, P.A. and W.D.Nordhaus, Economics, Tata McGraw Hill, New Delhi.
5. Varian, H.R., Intermediate Microeconomics: A Modern Approach (5th Edition), East West Press, New Delhi.

Books Recommended:

1. Gauld, J.P. and Edward P.L. Micro Economic theory, Richard Irwin, Homewood.
2. Lipsey, R.G. and K.A. Chrystal, Principles of Economics (9th Edition) Oxford University Press oxford.
3. Mansfield, Micro Economics (9th edition) W.W. Norton and company, New York.
4. Samuelson, P.A. and W.D.Nordhaus, Economics, Tata McGraw Hill, New Delhi.
5. Varian, H.R., Intermediate Microeconomics: A Modern Approach (5th Edition), East West Press, New Delhi.

B.Com II Semester /BBA V Sem
(B.Com./BBA)Paper 2.1/ 5.4: Mathematics for Business Application

Existing Syllabus	Proposed Syllabus	Remarks
<p>Contact hours: 60 Objectives:</p> <ul style="list-style-type: none"> This course seeks to introduce the students to the fundamental of mathematics as applicable to management and commerce. Build understanding of the basic concepts, definitions and formula of mathematics. <p>Unit-I Number System; Progressions; AP, GP, HP (sum of n terms in AP & GP, arithmetic, geometric and harmonic means between two numbers, sum of an infinite series in GP). Binomial theorem for positive integral index.</p> <p>Unit-II Functions: types of functions, composition of functions, some functions & their graphs (Linear functions, Exponential functions, Logarithmic functions, circles & parabolas). Linear Programming Problems: Formulation and solution by Graphical method (for two variables only).</p> <p>Unit-III Differentiation of algebraic functions; Application of Differentiation in optimization; Integration (as a reverse process of differentiation); Definite integral of the above functions; Functions of two variables, partial differentiations (simple algebraic functions). Integration (as a reverse process of differentiation); Definite integral of the above functions.</p> <p>Unit-IV Probability: Permutation and Combination, Concept of Probability, Classical, empirical and</p>	<p>Contact hours: 60 Objectives:</p> <ul style="list-style-type: none"> This course seeks to introduce the students to the fundamental of mathematics as applicable to management and commerce. Build understanding of the basic concepts, definitions and formula of mathematics. <p>Unit-I Progressions; AP, GP, HP (sum of n terms in AP, GP and HP, sum of an infinite series in GP), Binomial theorem for positive integral index (Expand and general term)</p> <p>Unit-II Functions: types of functions, some functions & their graphs (Linear functions, Exponential functions, Logarithmic functions & parabolas). Linear Programming Problems: Formulation and solution by Graphical method (for two variables only).</p> <p>Unit-III Differentiation (algebraic functions, exponential function and logarithmic function) Application of Differentiation in optimization, partial differentiations (simple algebraic functions). Integration (as a reverse process of differentiation); Integration by substitution and integration by parts; Definite integral of the above functions.</p> <p>Unit IV Fundamental principle of</p>	<p>Keeping in view the practical aspects of the topics, with respect to BBA and B.Com students, few topics have been modified, & the existing syllabus has been re-structured (including removal of few topics).</p>

<p>axiomatic approach of probability, Probability Rules: Addition and Multiplication theorem of probability, Conditional and Unconditional Probabilities.</p> <p>Unit-V Matrices:Types of Matrices, addition, subtraction and products of two matrices, Transpose of a matrix, Determinant of a square matrix, Properties of determinants, Evaluation of determinant (up to third order), Use of determinants and Matrix in solving linear equations.</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1. R. J. Wilson, Introduction to Graph Theory, Fourth Edition, Pearson Education, 2005. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. H. S. Hall and S. R. Knight, Higher Algebra, H. M. Publications, Agra, 2002. 2. W. D. Wallis, A Beginner's Guide to Discrete Mathematics, Springer International Edition, 2004. 	<p>counting; Factorial notation. Permutation: Permutation of n different things; of things not all different; restricted permutations</p> <p>Combination, Concept of Probability, Classical, empirical approach of probability, Probability Rules: Addition and Multiplication theorem of probability (<i>Statement and proof</i>), <i>Definition of Conditional Probabilities.</i></p> <p>Unit-V Matrices:Types of Matrices, addition, subtraction and products of two matrices, Transpose of a matrix, Determinant of a square matrix, Properties of determinants, Evaluation of determinant (up to third order), Use of determinants and Matrix in solving linear equations.</p> <p>Text Books:</p> <p><i>T1: M. Raghavachari, Mathematics for Management: An Introduction, Tata McGraw Hill, New Delhi, 2003.</i></p> <p>Reference Books:</p> <p><i>R1: G.C. Sharma and Madhu Jain, Essential Mathematics, Galgotia Publication Pvt. Ltd., New Delhi, 2001.</i></p> <p><i>R2: Qazi Zameeruddin, V.K. Khanna and S.K. Bhambri, Business Mathematics, Vikas Publication House Pvt. Ltd., 2009.</i></p> <p><i>R3: S.C. Gupta and V.K. Kapoor, Fundamental of statistics, S. Chand & Co., 2007.</i></p> <p><i>R4: R.D. Sharma, Mathematics-Class XII, Vol-1, DhanpatRai Publication, 5th ed., 2009.</i></p> <p><i>R5: R.D. Sharma, Mathematics-Class XII, Vol-2, DhanpatRai Publication, 5th ed., 2009</i></p>	
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B.Com III/ BBA III semester/BA IV semester
(B.Com/BBA/BA) Paper 3.3 /3.3/4.2: Principles and Practices of Banking

Existing Syllabus	Proposed Syllabus	Remarks
<p>Contact hours: 60 Objectives: To acquaint students with legal & regulatory framework of banks. The course also seeks to provide broad understanding of credit deposits, negotiable instruments & other important aspects.</p> <p>Unit-I: Legal framework of regulation of banks: definition of banking, activities, license, prohibited business, constitution, introduction to banking act 1949 & role of RBI, organization, structure of banks, capital requirement, board & management, banking sector developments in India.</p> <p>Unit-II Banker Customer Relationship: legal implications types of relationship, obligation of banks, precautions. Right of banks: types of lien, right of set off, concepts- mandates, power of attorney, garnishee order & attachment order.</p> <p>Unit-III Negotiable Instruments: key features, cheque v/s bill of exchange, Crossing- concept, types, endorsement- concept, types, , bankers' duties & responsibilities, introduction to types of bank accounts,</p> <p>Unit-IV Banking Operations: Introduction to account opening in name of limited companies, clubs, associations, government departments, trusts & co-operative societies, types of NRI accounts,</p>	<p>Contact hours: 60 Objectives: The main purpose of the paper is to introduce the banking system of India to the students to make them understand the important functionalities of bank which affect the normal individual life and also acquaint students with legal & regulatory framework of banks. The course also seeks to provide broad understanding of credit deposits, negotiable instruments & other important aspects.</p> <p>Unit-I <i>Introduction to banking structure in India</i>, Legal framework of regulation of banks: definition of banking, activities, license, prohibited business, constitution, introduction to banking act 1949 & role of RBI, organization, structure of banks, capital requirement, board & management, banking sector developments in India.</p> <p>Unit-II Banker Customer Relationship: legal implications types of relationship, obligation of banks, precautions. Right of banks: types of lien, right of set off, concepts- mandates, power of attorney, garnishee order & attachment order.</p> <p>Unit-III Negotiable Instruments: key features, cheque v/s bill of exchange, Crossing- concept, types, endorsement- concept, types, <i>Electronic Fund Transfer</i>, bankers' duties & responsibilities, introduction to types of bank accounts, <i>types of customers. KYC&AML</i></p> <p>Unit IV Banking Operations: Introduction to account opening in name of limited companies, clubs, associations, government departments, trusts & co-operative</p>	<p>Keeping in view the changing dynamics of banking the changes are proposed</p>

<p>general process of account closure.</p> <p>Unit-Loans & Advances: types, introduction to legal issues & principles of lending banking reforms, non-performing asset management, introduction to new technology in banking, banks' security & banking automation.</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1. IIBF: Principles of Banking, Macmillan 2. IIBF: General Bank Management, Macmillan 3. Paul: Management of Banking & Financial Services, Pearson 4. Sobti: Banking & Financial Service, New Century 5. ICICI Bank: The Learning Matrix Modules 	<p>societies, types of NRI accounts, general process of account closure.</p> <p>Unit-V Loans & Advances: types, introduction to legal issues & principles of lending banking reforms, introduction to new technology in banking, banks' security & banking automation</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1. IIBF: Principles of Banking, Macmillan 2. IIBF: General Bank Management, Macmillan 3. Paul: Management of Banking & Financial Services, Pearson 4. Sobti: Banking & Financial Service, New Century 5. Sarma: Banking and Financial Systems 6. D. Muraleedharan: Modern Banking (Theory and Practices) 7. Singh and Dutta: Commercial Bank Management 8. ICICI Bank: The Learning Matrix Modules 	
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B.Com III Semester/BBA VI

Paper 3.4: Indian Management

Course Objective:

The primary purpose is Self-Realization. Further the course seeks to introduce the students to the basic of Indian Management thought and practice. To generate awareness about the cultural, and spiritual values of Indian society and their implications for modern managers.

Unit 1

Concept of Indian culture, Rationale for Indian management, Management system in Arthshastra

Unit 2

Gandhian thought for management of Indian organizations, Trusteeship, Swadeshi, Creative leadership, Vivekananda and his concept of work as worship, Vivekananda's ideas on Vedanta

Unit 3

Arrival of Best to lead the rest, Management Wisdom: The Common Man's Management Theories

Unit 4

Towards convergence between Eastern and Western Management, Panchmukhi Vikas, Development Matrix for social management, Wisdom worker, Doctrine of Karma

Unit 5

Management ideas from Bhagwad Geeta, Motivation-Indian insights, Value system of individual, Stress Management

Suggested Readings:

Ipshita Bansal: Management Concepts in Ancient Indian Psycho-Philosophic Thought and their Significance for Present Day Organization, WISDOM, Banasthali Vidyapith.

Jai B.P. Sinha: The cultural context of leadership and Power, Sage Publications.

Subhash Sharma: Management in New Age: Western Windows, Eastern Doors, New Age International Pub.

Subhash Sharma : New Mantras In Corporate Corridors From Ancient Roots To Global Routes, New Age Int. Pvt. Ltd

Dave Nalini: Vedanta & Management, II edition, Deep & Deep Publications.

James Mac Gregor Burns: Leaders who changed the world, Penguin Books Publication.

S.K. Chkraborty: Managerial effectiveness and quality of work life: Indian in sights, Tata Mcgraw Hill

Ajit K. Dasgupta: A History of Indian Economic Thought

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B.Com IV Semester, Paper 4.1: Advanced Accounting

Existing Syllabus	Proposed Syllabus	Remarks
<p>Contact hours: 60 Objectives: The course aims at introducing the students to concepts of Advanced Accountancy and relevance for managerial decisions.</p> <p>Note: The paper will contain ten questions having at least two questions from each unit. Candidates are required to attempt five questions in taking at least one question from each unit.</p> <p>Unit I Accounting for partnership firms : Features, partnership deed, provisions of Indian Partnership Act, 1932 in absence of partnership deed, Fixed vs. Fluctuating Capital accounts, P&L appropriation account, Past adjustments (calculation of interest on capital and interest on drawings, profit sharing ratio), introduction to the concept of goodwill, Valuation of goodwill-nature, factors effecting and methods of valuation (average profit, super profit, capitalization)</p> <p>Unit II Effect of changes in profit sharing ratio of existing partners, Admission of a new partner, Retirement and death of a partner. (treatment in accounts in all the cases) and dissolution of partnership firms</p> <p>Unit III Issue of shares (at par, premium, discount), forfeiture and reissue of shares (Advanced problems on pro-rata allotment only),</p>	<p>Contact hours: 60 Objectives: The course aims at introducing the students to concepts of Advanced Accountancy and relevance for managerial decisions.</p> <p>Note: The paper will contain ten questions having at least two questions from each unit. Candidates are required to attempt five questions in taking at least one question from each unit.</p> <p>Unit I Accounting for partnership firms : Features, partnership deed, provisions of Indian Partnership Act, 1932 in absence of partnership deed, Fixed vs. Fluctuating Capital accounts, P&L appropriation account, Past adjustments (calculation of interest on capital and interest on drawings, profit sharing ratio), introduction to the concept of goodwill, Valuation of goodwill-nature, factors effecting and methods of valuation (average profit, super profit, capitalization)</p> <p>Unit II Effect of changes in profit sharing ratio of existing partners, Admission of a new partner, Retirement and death of a partner. (treatment in accounts in all the cases) and dissolution of partnership firms</p> <p>Unit III Issue of shares (at par, premium, discount), forfeiture and reissue of shares (Advanced problems on pro-rata allotment only),</p>	<p>To bring more clarity and rationalize the content.</p>

[Type text]

<p>issue of debentures, redemption of preference shares, redemption of debentures, underwriting of shares & debentures (a brief overview)</p> <p>Unit IV Internal reconstruction of companies and Amalgamation of companies as per Accounting Standard - 14. Valuation of Goodwill and valuation of shares</p> <p>Unit V Liquidation of Company Accounts relating to liquidation of Company (Liquidator's Statement of receipt and payment).</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1. Gupta R.L: Radhswamy M: Company Accounts , Sultan Chand and Sons. New Delhi. 2. Maheshwari S.N: Corporate Accounting, Vikas Publishing House, New Delhi. 3. Moore C.L. and Jaedicke R.K: Managerial Accounting, South Western Publishing Co. Cincinnati. Ohio. 4. Jain & Narang : Advance Accounting, Kalyan Publication. 5. Mukherjee & Hanif : Modern Accountancy, Tata McGraw Hill. 6. Tulsian C.A: Advanced Accountancy, Tata McGraw Hill. 7. Iyengar P. S: Advanced Accountancy, Sultan Chand 	<p>issue of debentures, redemption of preference shares, redemption of debentures, Overview of underwriting of shares & debentures</p> <p>Unit IV Amalgamation of companies as per Accounting Standard - 14. valuation of shares</p> <p>Unit V Liquidation of Company Accounts :Liquidator's Statement of receipt and payment, Receiver's statement</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1. Gupta R.L: Radhswamy M: Company Accounts , Sultan Chand and Sons. New Delhi. 2. Maheshwari S.N: Corporate Accounting, Vikas Publishing House, New Delhi. 3. Moore C.L. and Jaedicke R.K: Managerial Accounting, South Western Publishing Co. Cincinnati. Ohio. 4. Jain & Narang : Advance Accounting, Kalyan Publication. 5. Mukherjee & Hanif : Modern Accountancy, Tata McGraw Hill. 6. Tulsian C.A: Advanced Accountancy, Tata McGraw Hill. 7. Iyengar P. S: Advanced Accountancy, Sultan Chand 	
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**Syllabus of B.Com IV/BBA IV semester
(B.Com/BBA) Paper 4.3/4.2: Emerging Banking Services**

Existing Syllabus	Proposed Syllabus	Remarks
<p>Contact hours: 60 Objectives: The course aims at introducing the students to concepts of Emerging Banking Services and relevance for managerial decisions.</p> <p>Unit-I: Overview of global banking system and emerging Indian scenario, retail Banking & corporate banking concept, challenges, opportunities, case studies- growth of SBI, ICICI Bank & other emerging banks, snapshot of various services offered by banks in competitive environment</p> <p>Unit-II Concept & significance of : bank rate, CRR, SLR, repo, reverse repo, capital adequacy, asset reconstruction companies, EMI computation, fixed and floating interest rates, wealth management, electronic fund transfer, AML & KYC.</p> <p>Unit-III Deposit services—CASA, FD: Return to depositors, taxation issues, innovations, Loans & Advances: types, appraisal & innovations – home loans, car finance, personal loans, two wheeler loans, and numerical problems.</p> <p>Unit-IV Loans extended to corporate sector: term loans, [Type text] working capital loans etc-,</p>	<p>Contact hours: 60 Objectives: The course aims at introducing the students to concepts of Emerging Banking Services and relevance for managerial decisions.</p> <p>Unit-I Overview of global banking system and emerging Indian scenario, Introduction to Retail banking, Corporate Banking, <i>Whole sale Banking, And International Banking. Difference between retail, corporate and wholesale banking. Changing service dynamics of banks in India CRM, alternative banking channels, smart apps.</i> case studies- growth of SBI, ICICI Bank & other emerging banks</p> <p>Unit-II Concept and significance of bank rate, CRR, SLR, repo, reverse repo, capital adequacy, fixed and floating interest rates, Principles of Lending ,Loans & Advances: types, appraisal & innovations – home loans, car finance, personal loans, two wheeler loans, numerical problems.</p> <p>Unit-III Business Credit: Term loans, Working Capital Loan etc. Asset Reconstruction company and NPA management and control. SARFAESI Act, MSME funding. EMI Computation</p> <p>Unit IV FD: Return to depositors, taxation issues (numerical problems),Introduction to Third Party Products i.e life insurance and mutual funds, General</p>	<p>Keeping in view the changing dynamics of banking the changes are proposed</p>

<p>appraisal & innovation, numerical problems, bancassurance: principles types, competition, and introduction to credit & debit cards, innovations.</p> <p>Unit V-Forex services by banks: forex market terminology, working of market, types of services, Bank IPO/FPO: need, trends. Camels rating, key performance indicators for banks.</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1. IIBF: Principles of Banking, Macmillan 2. IIBF: General Bank Management, Macmillan 3. Paul: Management of Banking & Financial Services, Pearson 4. Sobti: Banking & Financial Service, New Century 5. Purohit Harsh: Financial Services and Risk Management, Banasthali Vidyapith 6. ICICI Bank: The Learning Matrix Modules 	<p><i>Insurance etc. bancassurance: principles types, competition</i></p> <p>Unit-V Forex services by banks: <i>Letter of Credit, pre shipment and post shipment financing. Travelers Cheque, Prepaid Currency cards etc. Introduction to Payment banks,</i> Camels rating.</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1. IIBF: Principles of Banking, Macmillan 2. IIBF: General Bank Management, Macmillan 3. Paul: Management of Banking & Financial Services, Pearson 4. Sobti: Banking & Financial Service, New Century 5. Purohit Harsh: Financial Services and Risk Management, Banasthali Vidyapith 6. Sarma: Banking and Financial Systems 7. D. Muraleedharan: Modern Banking (Theory and Practices) 8. Singh and Dutta: Commercial Bank Management 9. ICICI Bank: The Learning Matrix Modules 	
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B.Com IV Semester

Macroeconomics for Managers

Duration: 3 hrs

Max Marks: 60

Objective: The course aims at introducing the students to concepts of Macroeconomics and relevance for managerial decisions.

Note: The paper will contain 10 questions having 2 questions from each unit. Candidates will be required to attempt 5 questions taking 1 question from each unit.

Course Content:

Unit-I: Money, Banking and Employment: Overview of Macroeconomics and relationship with microeconomics, Concept and Measures of Money Supply and Inflation, Functions of Banks: RBI, Commercial Banks and Other Financial Institutions, Overview of Money Market and Capital Market.

Unit-II National Income: Basic Concepts of National Income: GNP, NNP and GDP, Say's Law of Market, Income and Employment Determination: Keynesian Framework.

Unit--III Macro Economic Policies: Monetary policy: concept, tools and RBI's latest policy, Fiscal Policy: concept, tools and latest policy, Globalization: Policy Perspectives and Implications.

Unit- IV: International Trade: International Trade: Rationale and Gains, Free trade versus protection, Balance of Payments: Concept and Significance, Role of International Institutions-IMF, WTO, ADB and WB.

Unit-V: Indian Economic Development: Structure and Features of Indian Economy, India's Service Sector: Role & Trends, Indian Agriculture: Emerging Challenges and Strategies, India's Industrial Development and Industrial Policy (latest policy only).

Suggested Readings:

1. Case & Fair: Principles of Economics, Pearson
2. R. Dutt and Sunderam, Indian Economy. S.Chand and co.
3. Thomas Dernberg and Duncan McDougall , Macro Economics, Mc Graw Hill, New York
4. Shapiro, E., Macro Economics Analysis, Galgotia Publication
5. A, B. Andrew, B, S. Bernanke, Macroeconomics, Pearson Education
6. D.N.Dwivedi, Macroeconomics Theory & Policy, Mc Graw Hill

B.Com/BBA/BA V: Vocational course I: Entrepreneurship and Motivation

Existing Syllabus	Proposed Syllabus	Remarks
<p>Contact hours: 2 hrs/week Objectives: The course aims at developing the required motivation and aptitude for Entrepreneurial career and gives various informational inputs.</p> <p>Manager, Entrepreneur, Entrepreneurship as an art, Enterprise, Concept of Entrepreneurship, Theories of Entrepreneurship, Classification and types of Entrepreneurship, Entrepreneurship and Economic Development. Training, Developing Entrepreneurship through training, Motivation, Entrepreneurial Motivational training, Different Motivational theories, Creativity and Innovation, Entrepreneurial traits and competencies</p> <p>BOOKS RECOMMENDED: 1. Dynamics of Entrepreneurial Development & Management: Vasant Desai; Himalaya Publishing House, Mumbai 2. Entrepreneurial Development: S. S. Khanka ; S. Chand & Company Ltd., New Delhi 3. Fundamental of Entrepreneurship: G. S. Sudha ; Ramesh Book Depot, Jaipur</p> <p>EXPERIENTIAL LEARNING 1. COMPETENCIES TESTING & DEVELOPMENT 2. ASSIGNMENT: Different assignment may be given to the students on the following topics a) A study of any Nationalized Bank b) A study of any Industrial area. c) A study of any sick</p>	<p>Contact hours: 2 hrs/week Objectives: The course aims at developing the required motivation and aptitude for Entrepreneurial career and gives various informational inputs.</p> <p>Manager, Entrepreneur, entrepreneurship as an art, enterprise, concept of entrepreneurship, social intelligence for entrepreneurs, classification and types of entrepreneurship, entrepreneurship and economic development. <i>Factors affecting entrepreneurial growth. Entrepreneurship development programmes (EDPs); Meaning of rural entrepreneurship and problems of rural entrepreneurship;</i></p> <p>Training, Developing Entrepreneurship through training, Motivation, Entrepreneurial Motivational training, Different Motivational theories, Creativity and Innovation, Entrepreneurial traits and competencies. <i>Entrepreneurial support systems- current government policies and measures towards promotion of entrepreneurship; Incubation cell, grass-root ideas in entrepreneurship,</i></p> <p><i>Why entrepreneurs fail, How they succeed? Case studies of start ups</i></p> <p>BOOKS RECOMMENDED: 1. Dynamics of Entrepreneurial Development</p>	<p>To bring more clarity and rationalize the content in view of requirement of stakeholders</p>

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<p>unit</p> <p>d) A study of any export unit</p> <p>e) A study of any training place</p> <p>3. GAMES : Different games on the entrepreneur's motivation will be taken up in the class like:</p> <p>(a) Ring Toss game</p> <p>(b) Making paper boats</p> <p>(c) Tower building games etc</p> <p>Distribution of Marks: -</p> <p>Theory Paper : 20</p> <p>Continuous Assessment : 10</p> <p>TOTAL MARKS = 30</p>	<p>&Management: Vasant Desai; Himalaya Publishing House, Mumbai</p> <p>2. Entrepreneurial Development: S. S. Khanka ; S. Chand & Company Ltd., New Delhi</p> <p>3. Fundamental of Entrepreneurship: G. S. Sudha ; Ramesh Book Depot, Jaipur</p> <p>EXPERIENTIAL LEARNING</p> <p>1. COMPETENCIES TESTING &DEVLOPMENT</p> <p>2. ASSIGNMENT: Different assignment may be given to the students on the following topics</p> <p>a) A study of any Nationalized Bank</p> <p>b) A study of any Industrial area.</p> <p>c) A study of any sick unit</p> <p>d) A study of any export unit</p> <p>e) A study of any training place</p> <p>3. GAMES : Different games on the entrepreneur's motivation will be taken up in the class like:</p> <p>(a) Ring Toss game</p> <p>(b) Making paper boats</p> <p>(c) Tower building games etc</p> <p>Distribution of Marks: -</p> <p>Theory Paper : 20</p> <p>Continuous Assessment : 10</p> <p>TOTAL MARKS = 30</p>	
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B.Com /BBA/BA V semester
(B.Com /BBA/BA) 5.4.3/5.1/5.2 Personal Finance

Existing Syllabus	Proposed Syllabus	Remarks
<p>Objective: To enable students to get a insight into emerging trends in wealth management, forex management and financial & retirement planning The paper also seeks to introduce students to key products of corporate banking & marketing of banking services.</p> <p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidates will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Course Content:</p> <p>Unit I : Personal Tax Planning: Tax Compliance: Filing return, procedure of assessment, TDS, advance tax, tax refund, residency rules, tax planning strategies — taxability under various heads of income & ethical ways of saving tax, role of banks in personal tax planning of individuals.</p> <p>Unit II: Retirement & Estate Planning: Estate planning — relevance, succession act (Hindu & Indian), tax incidence of various — transactions, — succession efficiency, — retirement planning — relevance, — retirement solutions — & pension plans, choosing the right product & managing portfolio, reverse mortgage, role of banks in retirement planning.</p> <p>Unit III: Financial Planning & Wealth Management: — Relevance, — need assessment of clients, developing the optional plan, — personal financial</p>	<p>Objective: The objective of the course is to expose students to Personal Financial Management and its various components to enable them to improve personal financial management skills.</p> <p>Note: The paper will contain ten questions having at least two questions from each unit. Candidates are required to attempt five questions in all taking at least one question from each unit.</p> <p>Course Contents:</p> <p>Unit I Personal Finance: Introduction, Goals, Need, Personal Financial Statements ,Personal financial planning process, Life cycle approach to financial planning, Components of financial plan, developing financial plan. Budgeting: Principles of Successful Budgeting, Spending money wisely, Time value of Money, careers in personal finance advisory.</p> <p>Unit II Investment Avenues: Principles of successful investing, overview of securities markets, factors controlling investment returns, Types of investment options available to an individual investor, building successful investment portfolio.</p> <p>Unit III Introduction to Bank and Banking services, Type of accounts, Types of deposits, KYC, Types of loans, deposit, credit and investment services offered by commercial banks, care while using mobile banking, mobile applications, internet banking etc.</p> <p>Unit IV Insurance: Importance, need, principles of insurance, Types of life insurance, health insurance, Home & Liability Insurance. Estate Planning: Objectives of will and creating a valid will and power of attorney.</p>	<p>To bring more clarity and rationalize the content, there is complete revamp of the course</p>

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statement analysis, trends in investment environment of India; role of banks in financial planning & wealth management.

Unit IV: Corporate Banking: Conceptual overview of various products, principles of credit appraisal, products & loan appraisal in context of term loans, export finance, working capital financing, MSME financing overview of products.

Unit V: Marketing of Banking Services: New trends in promotion & business development, CRM in Banking, writing persuasive messages to clients soft skills for banking professionals, role play exercises in selling & client interaction.

Suggested Readings:

1. Banking Principles & Operations – Gopinath, Snowwhite Pub.
2. Financial Services & Risk Management – Purohit 2006, WISDOM Pub.
3. Financial Planning: A Ready Reckoner – Madhu Sinha, 2010
4. Students Guide to Income Tax - [V. K. Singhania](#), [Monica Singhania](#), Taxman, 2012
5. Additional study material shall be provided by concerned faculty members.

Unit V Retirement Planning: principles, stages and steps in retirement planning, Tax planning: importance, PAN, Heads of Income, Tax saving under section 80C, Role of RBI, NISM, SEBI and others in promoting financial literacy in India.

Activities:

1. Understand the requirements for your Personal Financial Plan.
2. Develop and implement a budget.
3. Understand the joy of giving back to society.
4. How to use retirement Planning calculator.
5. Using other financial calculators.
6. How to advise someone about financial planning process.
7. Proactive and reactive ways to deal with Investment frauds and low quality financial services.

Suggested Readings:

1. I can do Financial Planning by Swapna Mirashi (Academic Foundation New Delhi)
2. Tax Planning by IMS Proschool (Mc-Graw Hill)
3. Investment Planning by IMS Proschool (Mc-Graw Hill)
4. Banking Principles & Operations- Gopinath, Snow white 2011.
5. Retirement Planning & Employer Benefits by IMS Proschool (Mc-Graw Hill)
6. Your guide to Finance & Investments by Sanjay Matai, Network 18 Publication Pvt Ltd.
7. Commandments for Financial Freedom by Mehrab Irani, Vision Books.
8. Introduction to Financial Planning by IMS Proschool (Mc-Graw Hill)
9. The only Financial Planning book that you ever need by Amar Pandit, Network 18 Publication Pvt Ltd.

B.Com/BBA/BA VI: Vocational course II: Dynamics of Entrepreneurship

Existing Syllabus	Proposed Syllabus	Remarks
<p>Exam Duration: 2 hrs Contact Hrs: 2 hrs/week</p> <p>Objective: The course aims at developing the required dynamics and aptitude for entrepreneurial career and help in setting up of small - scale enterprises through project exposure.</p> <p>Note: Their will be 7 questions in all from the syllabus. Candidates will be required to attempt any four questions.</p> <p>Course Contents :</p> <p>Small scale industries: Definition, role in India's economic development, regulation covering small—scale industries and small-medium enterprise, Source of information and non-financial support, Incentives and benefits available to small—scale entrepreneurs, Market research and survey</p> <p>Project launching and resourcing, evaluation of potential opportunities, SWOT analysis. Project selection / formulation, project appraisal, financial analysis, collaboration procedure for applications for foreign procedural requirements for establishing new enterprise. Selecting type of business Organization, Registration and Licensing, Incentives and facilities available, for different Projects.</p> <p>Business Crises, Ethical Entrepreneurship</p> <p>BOOKS RECOMMENDED:</p> <ul style="list-style-type: none"> * Hand Book for New Entrepreneurs: Oxford University Press * Fundamental of Entrepreneurship: G. S. Sudha; Ramesh Book Depot, Jaipur * Entrepreneurship: New Venture Creation; David Holt, Prentice Hall, India 	<p>Exam Duration: 2 hrs Contact Hrs: 2 hrs/week</p> <p>Objective: The course aims at developing the required dynamics and aptitude for entrepreneurial career and help in setting up of small - scale enterprises through project exposure.</p> <p>Note: Their will be 7 questions in all from the syllabus. Candidates will be required to attempt any four questions.</p> <p>Course Contents :</p> <p>MSME: Definition, role in India's economic development, regulation covering MSME, Source of information and non- financial support, Incentives and benefits available to MSME entrepreneurs, Market research and survey</p> <p>Project launching and resourcing, evaluation of potential opportunities, SWOT analysis. Project selection / formulation, project appraisal, financial analysis, collaboration procedure for applications for foreign procedural requirements for establishing new enterprise. Selecting type of business Organization, Registration and Licensing, Incentives and facilities available, for different Projects.</p> <p>Business Crises, Ethical Entrepreneurship</p> <p>BOOKS RECOMMENDED:</p> <ul style="list-style-type: none"> * Hand Book for New Entrepreneurs: Oxford University Press * Fundamental of Entrepreneurship: G. S. Sudha; Ramesh Book Depot, Jaipur * Entrepreneurship: New Venture Creation; David Holt, Prentice Hall, India 	<p>MSME term is used now instead of SSI</p>

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<p>Experimental learning</p> <p>Project proposal to set up an entrepreneurial venture will be formulated by the students and presented in the class.</p> <p>Distribution of Marks:-</p> <p>Theory Paper : 20</p> <p>Project Proposal (Cont. Assessment) : 10</p> <hr/> <p>Total Marks = 30</p> <hr/>	<p>Experimental learning</p> <p>Project proposal to set up an entrepreneurial venture will be formulated by the students and presented in the class.</p> <p>Distribution of Marks:-</p> <p>Theory Paper : 20</p> <p>Project Proposal (Cont. Assessment) : 10</p> <hr/> <p>Total Marks = 30</p> <hr/>	
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Annexure II

Syllabus for MBA Course

Note

- *Strike through in existing means DELETED,*
- *BOLD in existing & proposed means re-structured*
- *ITALIC BOLD in proposed means added*

MBA I Semester

Paper 1.1: Indian Ethos and Human Quality Development

Existing Syllabus	Proposed Syllabus	Remarks
<p>Objective: To enable students to understand the main characteristics of Indian Society and Culture. To assimilate Indian ethos and values relevant for management entrepreneurship and development. To empower women students to managerial approaches in conformity with Indian ethos/realities.</p>	<p>Objective: <i>Primary purpose is Self-Realization. Further</i> to enable students to understand the main characteristics of Indian Society and Culture. To assimilate Indian ethos and values relevant for management entrepreneurship and development. To empower women students to managerial approaches in conformity with Indian ethos/realities.</p>	
<p>Unit 1</p> <p>Concept Of Indian ethos & Indianness.</p> <p>Indianism as a Foundation of Indian Management in different tradition.</p> <p>India as a matrix Society,</p> <p>Indian folk lores, proverbs and local idioms as a source of management</p> <p>Introduction to stories from Panchtantra</p>	<p>Unit 1</p> <p>Concept Of Indian ethos & Bhartiyata</p> <p>Indianism as a Foundation of Indian Management in different tradition.</p> <p>India as a matrix Society,</p> <p>Indian folk lores, proverbs and local idioms as a source of management</p> <p>Introduction to stories from Panchtantra</p>	<p>Making the philosophical difference between Indianness and Bharatiyata explicit (that this is not just limited to urban and rural, but core philosophical difference). Some others may call our mother as aunty, that does not mean we also call our mother aunty.</p> <p>Apart from this, etymology of word Indian suggest that this had been used in</p>

		derogatory terms. Many such logics and reasons...
<p>Unit 2</p> <p>Vivekananda’s practical Vedanta</p> <p>Concept of Purushartha–Purusharth, Managerial Purushartha Purusharth, Karma yoga– yog & enlightened leadership,</p> <p>Theory K of Indian Management.</p> <p>Basket of needs, Harm minimization & harmonization, Overcoming cognitive dominance</p> <p>Indian models of holistic person – OSHA, Corporate Rishi, VEDA Model.</p>	<p>Unit 2</p> <p>Vivekananda’s ideas on Vedant</p> <p>Concept of Purusharth, Managerial Purusharth, Karma yog,</p> <p>Theory K of Indian Management.</p> <p>Basket of needs, Harm minimization & harmonization, Overcoming cognitive dominance</p> <p>Indian models of holistic person and enlightened leadership – OSHA, Corporate Rishi, VEDA Model.</p>	<p>The word “practical” as a suffix suggest that original vedant is not practical. This is disrespect to Rishi and Munis who have practising it for years</p> <p>And Vedanta and Vedant (in sanskrit meaning gets changed with a and aa, like Krishn and Krishna- when we add “a” it becomes कृष्णा (a name for Draupadi)</p>
<p>Unit 3</p> <p>Business ethos & the concept of Shubh Labh, Spiritually guided materialism.</p> <p>Total Quality of Management (TQOM)</p> <p>Indian ethics & the spirit of development.</p> <p>Emancipatory approach to human & social development.</p>	<p>Unit 3</p> <p>Business ethos & the concept of Shubh Labh, Spiritually guided materialism.</p> <p>Total Quality of Management (TQOM)</p> <p>Indian ethics & the spirit of development.</p> <p>Emancipatory approach to human & social development.</p>	
<p>Unit 4</p> <p>The linkages between quality of</p>	<p>Unit 4</p> <p>Character competence, Values &</p>	<p>Added insightful concepts from Prof. Subhash Sharma sir’s</p>

<p>management and quality of managers. Character competence Values & ethics, Value categorization – universal, cultural & individual values</p> <p>Attitude & their importance for individual success, Panchmukhi Vikas</p>	<p>ethics, Value categorization</p> <p>Panchmukhi Vikas</p> <p><i>Indian tools of creativity: techniques for mind liberation</i></p> <p><i>Arrival of best : a foundation principle for human values</i></p> <p><i>Per capita happiness</i></p>	<p>book WWED</p>
<p>Unit 5</p> <p>Women’s issues in the Indian social context in general and organizational context in particular – gender issues, discrimination, glass ceiling, sexual harassment, Role Stress, Role balancing</p> <p>Concept of Yin Trinity, Feminine strengths enabling excellence and growth, Rights of women</p> <p>Study of successful women in management, Cases</p>	<p>Unit 5</p> <p>Women’s issues in the Indian social context in general and organizational context in particular – gender issues, discrimination, glass ceiling, sexual harassment, Role Stress, Role balancing</p> <p>Concept of Yin Trinity, Feminine strengths enabling excellence and growth, Rights of women</p> <p>Study of successful women from Bhartiya Scriptures</p>	<p>The word working women is derogatory in Bharatiya tradition. Doesn’t it implies that grihani / grih-lakshmi aren’t working??</p> <p>So we have added, successful women from Bharatiya scriptures</p>
<p>Text Book: T1: Subhash Sharma: Management in New Age: Western Windows Eastern Doors Management T2: Subhash Sharma: New Mantras in Corporate corridors From Ancient Routes to Global</p>	<p>Text Book: T1: Subhash Sharma: Management in New Age: Western Windows Eastern Doors Management T2: Subhash Sharma: New Mantras in Corporate corridors From Ancient Routes to Global</p>	<p>To put strong emphasis on Indian culture and enrich the understanding of students on Indian culture</p> <p>The book “Kyo” by</p>

<p>Roots</p> <p>Reference Books:</p> <p>R1. S.K. Chakraborty: Human Values for Managers</p> <p>R2. WISDOM Publication: Women in Management & Development</p> <p>R3. Dave Nalini : Vedanta & Management</p> <p>R4. H.L.Kalia: Women Work & Family</p> <p>R5. Subhash Sharma: Wisdom & Consciousness from the east</p> <p>R6. Vishnu Sharma: Panchtantra Stories</p>	<p>Roots</p> <p>Reference Books:</p> <p>R1. S.K. Chakraborty: Human Values for Managers</p> <p>R2. WISDOM Publication: Women in Management & Development</p> <p>R3. Bhagwad Geeta(Geeta Press)</p> <p>R4. H.L.Kalia: Women Work & Family</p> <p>R5. Subhash Sharma: Wisdom & Consciousness from the east</p> <p>R6. Vishnu Sharma: Panchtantra Stories</p> <p>R7. Madhav Shastri: “Kyo”</p> <p>R8. Jeevancharya Vigyan(Geeta Press)</p> <p>R9. Anand Coomaraswamy: Dance of Shiva</p>	<p>Madhav Shastri and Jeevan Charya Vigyaan of Geet Press are about reasons and logic behind Indian culture, customs, traditions and rituals</p> <p>Anand Coomaraswamy has been acclaimed on topics of culture which Indians should be “unapologetic”.</p>
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MBA Ist Sem.

Paper1.4: IT & MIS

Unit	Existing Syllabus	Proposed Syllabus	Remarks
Objective	The objective of the paper is to help students to develop their managerial competencies by understanding the issues related to computer fundamentals and to acquaint the students with the theory and practice of management information at various levels of organization.	The objective of the paper is to help students to develop their managerial competencies by understanding various aspects of IT and MIS and their practical applications.	The syllabus has been modified keeping in view the requirement of MBA students
I	Computer Hardware and Number System: Simple model of computer, CPU, Hardware, Computer Memory and Mass Storage Devices, Basic I/O devices, Basic Logic Gates Number Systems and Arithmetic: Decimal, Binary, Octal and Hexadecimal Number Systems, Binary Arithmetic.	<i>Definition of Information Technology (IT) & its role in modern business, IT capabilities and their organizational impact, IT enabled services. Management Information Systems (MIS): Concept and components of Information System, definition of MIS, need, purpose and objectives, Contemporary approaches to MIS: Information as a strategic resource, use of information for competitive advantage, MIS as an instrument for the organizational change.</i>	.
II	Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real-time Systems) Introduction to DOS: Organization of MS-DOS, Internal & External	<i>Concept of data, information & knowledge, Database Concepts: fields, records and files: basic architecture, Managing Data Resources: introduction, the need for Data Management ,challenges of Data Management: data independence, reduced data redundancy, data consistency,</i>	

	<p>Commands. Introduction to UNIX: As a multiuser Operating System, Basic commands related to file management, directory management. Introduction to Windows: GUI, Understanding windows environment using desktop elements, managing files & folders.</p>	<p><i>data access, data administration: managing concurrency, managing security</i></p> <p>DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling</p>	
III	<p>Computer Software: Application and System Software, Programming Languages and their classification, Assemblers, Compilers and Interpreters, Word Processing using MS-Word, Data Analysis using Spreadsheets, Presentation skills with MS Power Point DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, (moved to unit II) SQL queries</p>	<p>Systems Analysis and Design: Systems Development Life Cycle, role of system and business analyst.</p> <p>Basic and essential concepts of MS-Office – word processing using MS-Word, data Analysis using MS-Excel, Presentation skills using MS-PowerPoint</p>	
IV	<p>Computer Programming Fundamentals: Problem solving with computers, algorithm, flowcharts, Program structure and constructs, sequence, alterations, looping, stepwise refining.</p>	<p><i>Social Dynamics of the Internet, Services of the Internet: Blogs, Social Networking Technology of the Internet, Social Networks in the Enterprise</i></p> <p><i>Electronic Commerce: Introduction, E-commerce technology, doing business over internet: network, electronic data interchange (EDI), online</i></p>	

		<i>payment technology, Mobile commerce, ecommerce-portals, search engines, E-business, Ethical and Legal issues in e-business. E Appraisal</i>	
V	<p>Functional and Enterprise Systems: Data, Information and Knowledge Concepts, Components of Information Systems, Introduction to MIS & DSS, Decision Making Process, System Development Life Cycle, Role of System Analyst.(moved to Unit III)</p>	<p><i>IT & its impact on individual, organizations and society, threats to information, introduction to information security, information privacy & protection - behavioral action to protect IT assets, computer based actions to protect IT assets, ethical practices and social impact of IT</i></p> <p><i>Intellectual Property Rights related to IT Services / IT Products, Overview of cyber laws.</i></p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. V.Rajaraman, Fundamentals of Computers, Prentice Hall of India 2. Turban, Rainer & Potter, Introduction to Information Technology 3. Elias M.Awad – System Analysis & Design. 4. K.C. Laudon& J.P. Laudon – Management Information Systems, 10 Ed. Pearson Education. 5. Analysis and Design of Information Systems, Rajaraman, Prentice Hall 	

MBA IV Semester

Paper 4.1: Indigenous Management Systems

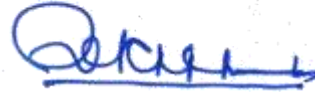
Existing Syllabus	Proposed Syllabus	Remarks
<p>Objective: To expose students to the development of Indian economic and management thought from the ancient times to the present days. The students would take a mental journey of 2500 to 3000 years with a view to learn from past to evolve creative responses to the contemporary and emerging challenges of economic enterprises.</p>	<p>Objective: <i>The primary purpose is Self-Realization. Further</i> to expose students to the development of Indian economic and management thought from the ancient times to the present days. The students would take a mental journey of 2500 to 3000 years with a view to learn from past to evolve creative responses to the contemporary and emerging challenges of economic enterprises.</p>	
<p>Unit 1</p> <p>Rationale for studying ‘Indigenous Management System’, Business Management Systems in Ancient India</p> <p>Corporate lessons from Gita and Mahabharat</p> <p>Buddhist Philosophy for Modern Management</p>	<p>Unit 1</p> <p>Rationale for studying ‘Indigenous Management System’, <i>Integral unity vs. Synthetic unity</i></p> <p>Business Management Systems in Ancient India, Corporate lessons from ShriMad-Bhagwad-Gita,</p>	<p>Lessons from Gita and Mahabharat separated. Gita in unit 1 and Mahabharat shifted to unit 2</p> <p>Buddhist philosophy shifted to unit 3</p> <p>Integral unity concept added to provide base in the beginning along with rationale</p>
Unit 2	Unit 2	Arthshastra shifted from unit 2 to unit

<p>Manu's Theory of Leadership, H.R. practices in Manu Smriti</p> <p>Economy and Polity in Kautilya's Arthashastra, Management Systems in Arthashast</p>	<p>Corporate lessons from Mahabharat</p> <p>Manu's Theory of Leadership, H.R. practices in Manu Smriti</p>	<p>4</p> <p>Mahabhrat shifted from unit 1 to unit 2</p>
<p>Unit 3</p> <p>Economic Thought in the Mughal Period, Economic thought during Freedom struggle</p> <p>Dada Bhai Naroji's Drain theory and its long run relevance</p> <p>Economic Nationalism , Gandhian Economics</p> <p>Trusteeship and Industrial Relations, Concept of Swadeshi</p>	<p>Unit 3</p> <p>Economic Thought in the Mughal Period, Economic thought during Freedom struggle,</p> <p>Buddhist Philosophy for Modern Management</p> <p>Dada Bhai Naroji's Drain theory and its long run relevance,</p> <p>Economic Nationalism , Gandhian Economics,</p> <p>Trusteeship and Industrial Relations, Concept of Swadeshi</p>	<p>Buddhist Philosophy</p> <p>Shifted from unit 1 to unit 3</p>
<p>Unit 4</p> <p>Creation and development of trusteeship Corporate enterprises in India</p> <p>Corporate entrepreneurship with reference to case studies of Indian business houses</p> <p>Padta system of Financial controls, Factors of Creation(KPCL)vs. production</p>	<p>Unit 4</p> <p>Economy and Polity in Kautilya's Arthashastra, Management Systems in Arthashastra,</p> <p>Creation and development of trusteeship Corporate enterprises in India,</p> <p>Corporate entrepreneurship with reference to case studies of Indian business houses,</p>	<p>Kautilya's arthshastra shifted from unit 2 to unit 4</p> <p>Corporate Social Dharm (CSD) shifted to unit 4 from unit 5</p>

	Factors of Creation(KPCL)vs. Production, Corporate Social Dharm and Returns To Communities(RTC)	
Unit 5 Transition of Global Village, Concept of India Inc. A new role of Government from empire to umpire, Creating level Field Playing, Response of Indian Business Houses in a new Competitive era. Towards swadeshi-videshi alliances from grass root to the global routes , Safeguarding Traditional Indian Knowledge Systems, Concepts of Community Knowledge Protection Rights(CKPR), Corporate Social Dharm(CSD) and Returns To Communities(RTC)	Unit 5 Concept of PURA Model , A new role of Government from empire to umpire, Creating level Field Playing, VISWA Model , Safeguarding Traditional Indian Knowledge Systems, Concepts of Community Knowledge Protection Rights(CKPR)	Global village - replaced by PURA model by Abdul Kalam VISWA model by Prof. Subhash Sharma (name for Swadeshi Videshi Alliance). Corporate Social Dharm (CSD) shifted to unit 4 from unit 5
Text Book- (T.1) - Management Concepts in Ancient Indian Psycho- Philosophical Thought and Their Significance for Present Day Organization- Ipshita Bansal References Books R1- New Mantras in Corporate corridors From Ancient Routes to Global Roots – Subhash Sharma. R2- A history of Indian	Text Book- (T.1) - Management Concepts in Ancient Indian Psycho- Philosophical Thought and Their Significance for Present Day Organization- Ipshita Bansal References Books R1- New Mantras in Corporate corridors From Ancient Routes to Global Roots – Subhash Sharma. R2- A history of Indian Economic Thought - Ajit Dasgupta	Book on Godrej can be deleted, as many new models of Indian businesses have emerged. So, students can attempt case study of any such Indian company of their choice. Added 2 Books - One by Dr. Abdul

<p>Economic Thought - Ajit Dasgupta</p> <p>R3. Godrej - A hundred Years, Viking - B.K. Karanjia</p> <p>R4. Intellectual Property Rights- The emerging Issues for Industry- Bansal Purohit</p> <p>R5. New Earth Sastra- Subhash Sharma</p>	<p>R3. Intellectual Property Rights- The emerging Issues for Industry- Bansal Purohit</p> <p>R4. New Earth Sastra- Subhash Sharma</p> <p>R5. Target 3 Billion - Dr. Abdul Kalam</p> <p>R6. Being Different : An Indian challenge to western universalism- Rajiv Malhotra</p>	<p>Kalam which discusses sustainable development models</p> <p>And other book by Rajiv Malhotra, which discusses unique dimensions of India with strong arguments and logics.</p>
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Verified



Offg. Secretary
Banasthali Vidyapith
P.O. Banasthali Vidyapith
Distt. Tonk (Raj.)-304022

**MINUTES OF THE MEETING OF THE FACULTY OF MANAGEMENT STUDIES HELD ON
23rd April, 2017 AT 12.15 P.M. IN PRAGYA MANDIR, BANASTHALI VIDYAPITH.**

PRESENT

1. Prof. Harsh Purohit	-	Convener
2. Shri Abhinav Nigam	-	Internal Member
3. Shri Abhishek Pareek	-	Internal Member
4. Shri Ameet Benerjee	-	Internal Member
5. Dr. Amrender	-	Internal Member
6. Dr. Ankur Joshi	-	Internal Member
7. Dr. Bal Gopal Singh	-	Internal Member
8. Ms. Khyati Kochar	-	Internal Member
9. Ms. Meenakshi Rohella	-	Internal Member
10. Dr. Megha Aggarwal	-	Internal Member
11. Ms. Monika Diwedi	-	Internal Member
12. Ms. Neerja Dixit	-	Internal Member
13. Ms. Nishtha Pareek	-	Internal Member
14. Dr. Prashant Raman	-	Internal Member
15. Dr. Parul Tyagi	-	Internal Member
16. Ms. Priyanka Tyagi	-	Internal Member
17. Dr. Priyanka Vijay	-	Internal Member
18. Ms. Rashi Singhal	-	Internal Member
19. Ms. Ravisha Chuttani	-	Internal Member
20. Ms. Shabnam Siddiqui	-	Internal Member
21. Ms. Shalu Bhardwaj	-	Internal Member
22. Dr. Jatinder singh Rathore	-	Internal Member
23. Dr. Somitra Bhattcharya	-	Internal Member
24. Ms. Kavita Kushwaha	-	Internal Member
25. MS. Saman Khan	-	Internal Member
26. Ms. Akanksha Mer	-	Internal Member

External Members:

1. Shri Shrikant Pareek
2. Prof J.K. Jain
3. Dr. Dewakar Goel

NOTE: *Shri Shrikant Pareek (External Member), Dr. Dewakar Goel (External Member), Ms. Anshika Yadav (Internal member), Dr. Mansi Mathur (Internal member), Dr. Neeti Kasliwal (Internal member), Dr. Swati Batra (Internal member) could not attend the meeting.*

The meeting commenced with discussion about emergence of WISDOM as India's biggest all women Management School and appreciation about the quality academic infrastructure and good placement opportunities available to the students. Later the convener introduced the members about the accomplishments of the external member Prof. J. K. Jain. The members appreciated the fact that he is working as a senior member

in Department of Commerce at Sagar University established in 1948. The members wished that his experience would be very useful for WISDOM in the exciting time to come.

The convener continued the discussions about improving the management programmes in backdrop of the vision and mission of Banasthali Vidyapith. He mentioned about emerging and conventional field of research, projects and publication of books in department. He also informed about the establishment of Gold Medal by ICAI and SBBJ in Banasthali Vidyapith. Dr. Jain appreciated the effort of Banasthali Vidyapith for making its efforts for girl's education and spreading financial literacy among people. **Prof. Jain also appreciated the excellent role played by the Vidyapith in promoting women's education and mentioned the significance of cultural learning among students for boosting leadership in all aspect of life and for betterment of the society. He assured his full support in the noble mission of the Vidyapith.**

The members also agreed that it is the time that B-Schools should move towards becoming Consciousness Schools and Divine Schools i.e. C-Schools /D-Schools and WISDOM can take a lead in this revolution because of inherent advantages at Banasthali and the fact that the Vidyapith has been always promoting Indian culture and ethos.

Ref. Item No.	Agenda Point	Faculty's Recommendation
Item No. 1	To confirm the minutes of its last meeting held on 23rd April, 2016	Confirmed
Item No. 2	<p>To recommend panel of examiners(in the format enclosed) for each examination up to & inclusive of Master's Degree Examination keeping in view the following Bye-law 15.3.02 of the Vidyapith:</p> <p><u>15.3.02:</u> A person shall not ordinarily be qualified for appointment as an examiner in a subject for any examination unless,</p> <p>a) She\he has taught the subject for at least three years up to the standard of the examination and possesses five years teaching experience of the subject.</p> <p style="text-align: center;"><u>OR</u></p> <p>b) Has had five years experience as an examiner in the subject of the standard of examination concerned.</p> <p><u>Important:</u> <i>The panel of examiners be prepared class-wise/paper-wise afresh by suggesting at least six names for each practical and theory paper separately with full address, telephone no., cell phone no. etc. The panel of examiners should be submitted in a sealed envelope marked 'Confidential' with soft copy in Secrecy Section by the conveners of the Boards of Studies concerned</i></p>	The Faculty members have been advised to propose a panel of examiners keeping in view bye law no. 15.3.02 of the Vidyapith and revert at the earliest.

<p>Item No. 3</p>	<p>To Recommend Courses of Study, Curricula and Scheme of Examination for the following Examinations:</p> <p>I. B.Com. /B.B.A/B.A. Examination</p> <p>i. First Semester Examination, December'2017</p> <p>ii. Second Semester Examination, April/May'2018</p> <p>iii. Third Semester Examination, December'2018</p> <p>iv. Fourth Semester Examination, April/May'2019</p> <p>v. Fifth Semester Examination, December'2019</p> <p>vi. Sixth Semester Examination, April/May'2020</p>	<p>I. <u>UG Programmes</u></p> <p>(i) B.Com.</p> <p>Pursuant to approval by Academic Council to commence B.Com. Programme from Academic Year 2013-14, the recommended course structure and scheme of examination for B.Com were approved by the Vidyapith and the syllabus were prepared in discussion with external experts.</p> <p>The courses and the syllabi were further reviewed and it is recommended in view of changing business environment, the following courses need minor modification, effective from 2017-18 session :</p> <p>a) B.Com I Sem: 1.1 Foundation of Management</p> <p>b) B.Com V Sem: 5.3 Investment management</p> <p>c) B.Com V Sem: 5.1.1 Vocational Course 1- Entrepreneurship and Motivation</p> <p>d) B.Com VI Sem: E-Business Practical</p> <p>e) B.Com VI Sem: 6.1.1 Vocational Courses – II Dynamics of Entrepreneurship</p> <p>f) B.Com VI Sem: 6.1 Indirect Tax</p> <p>g) B.Com VI Sem: 6.2 E-Business</p> <p>h) B.Com VI Sem: 6.4.3 Business Forecasting</p> <p>It is also recommended to replace the course 5.5 Management Information System with Risk Management & Insurance as the relevance of the later is more for the B.Com. programme compared to the former.</p> <p>The details are enclosed in Annexure I.</p> <p>It is recommended that there is a need to change in nomenclature of some courses for more clarity. There are some changes in nomenclature and details are as below:</p> <ul style="list-style-type: none"> • B.Com I Sem 1.6: 'Lab Practical' changed to Computer Laboratory • B.Com III Sem 3.6: 'Lab Practical' to Business Statistic Practical • B.Com III Sem 3.4: 'Indian Management' to Bharatiya Prabandhan • B.Com IV 4.6: 'Lab Practice' to Application Software Practical • B.Com V Sem 5.7: 'Summer Training' to Project Training <p>It is recommended that the course 5.6 Lab Practice in B. Com V sem should be discontinued because the theory portion on MIS course in V sem is proposed to be deleted.</p>
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(ii) BBA

The courses and the syllabi were reviewed and it is recommended that following courses need minor modification :

- a) BBA I : 1.1 Foundation of Management
- b) BBA V: 5.1.1 Vocational Courses – I Entrepreneurship & Motivation
- c) BBA VI Sem: 6.1.1 Vocational Courses – II Dynamics of Entrepreneurship

It is also recommended to replace the course 5.4 **Management Information System** with **Risk Management & Insurance** as the relevance of the later is more for the BBA programme compared to the former.

The details are enclosed in **Annexure I**.

It was discussed that there is a need to change in nomenclature of some courses for more clarity. There are some changes in nomenclature and details are as below:

- BBA I 1.6: 'Lab Practice' to Computer Laboratory
- BBA II Sem 2.6: 'Lab Practical' to Statistics Laboratory
- BBA III 3.6: 'Practical' to Business Communication Practical
- BBA IV sem 4.6: 'Laboratory practice' to Application Software Practice
- BBA V sem 5.6: 'Laboratory Practice' to E-Business Practical
- BBA V sem: 5.7 'Summer Training' to Project Training
- BBA VI sem 6.3: 'Indian Management' to Bharatiya Prabandhan.

It is recommended that the course 5.6 Lab Practice in BBA V sem should be discontinued because the theory portion on MIS course in V sem is proposed to be deleted.

(iii) B.A.

The courses and the syllabi in Management were reviewed and the minor changes are recommended in following courses w.e.f. 2017-18:

- a) BA V Sem: VC 5.1.1 Vocational Courses – I Entrepreneurship & Motivation
- b) BA VI Sem: VC 6.1.1 Vocational Courses – II Dynamics of Entrepreneurship

<p>Item no.4</p>	<p>II. M.B.A Examination:</p> <p>i. First Semester Examination, December'2016</p> <p>ii. Second Semester Examination, April/May'2017</p> <p>iii. Third Semester Examination, December '2017</p> <p>iv. Fourth Semester Examination, April/May'2018</p>	<p>The details are enclosed in Annexure I.</p> <p>II. <u>PG Programmes</u></p> <p>(i) M.B.A.</p> <p>The members recommend minor changes in the below mentioned courses:</p> <p>a) MBA II sem 2.PC.3: CSR and Social Entrepreneurship</p> <p>b) MBA IV sem 4.1: Indigenous Management System</p> <p>c) MBA IV sem 4.FB.1: Strategic Financial Management</p> <p><i>It is also recommended to commence M.Com, from 2018-19. Course structure & syllabus have been designed.</i></p> <p>The details are enclosed in Annexure II.</p> <p>It is also recommended to make changes in nomenclature of MBA courses. These are mentioned below:</p> <ul style="list-style-type: none"> • MBA I sem 1.7: Computer Practical-I changed to Computer Laboratory-I • MBA II sem 2.3: Computer Practical-II changed to Computer Laboratory-II • MBA III sem: Specialized Project Work changed to Major Project <p>The details are enclosed in Annexure III.</p>
<p>Item no. 5</p>	<p>To introduce one year Banking programme in collaboration with suitable industry partners.</p>	<p>It is recommended to commence one year programme of Banking. Course structure & syllabus will be designed in consultation with banking professionals.</p>
<p>Item no. 6</p>	<p>To evaluate the reports received from the examiners of the different examinations of 2015-16 and submit a critical report.</p>	<p>It was discussed that most of examiners in 2015-16 recommended about the inclusion of indirect questions in classroom and improvement in presentations of answers. However, equal number of them appreciated the quality of presentation.</p> <p>The details are enclosed in Annexure IV.</p> <p>A new format for examiner's report is enclosed in Annexure V.</p> <p>The question papers of 2015-16 were a combination of implied and direct questions which gave students a good</p>

Item no.7	To evaluate the question papers of semester examinations of 2015-16 keeping in view the following observation of the Vice-Chancellor: “There is a growing concern in many disciplines that quality of question papers has deteriorated over the years. We must evaluate periodicals and semester examination papers to ascertain to whether this indeed is the case. A comprehensive report on this item will be appreciated showing whether the nature of questions have changed, say from analytic to descriptive, less application oriented , more information based etc. In the end, we need to conclude whether overall the quality of question papers has deteriorated or has not changed.” (Copies of question papers will be placed on table)	option. While in some subjects the committee pointed out that the question papers were too direct. A detailed analysis of past papers has been done. The details are enclosed in Annexure VI .
Item no. 8	To introduce online courses as a part of UG/PG curriculum	It was discussed that in MBA III semester Internal evaluation can be considered by mapping world class online courses & recognizing the online assessment as the internal marks. To meet this purpose recommendation was given to supplement two reading electives with online course. The examination taken up while pursuing online courses will carry 20% weightage of marks, each. Students have to submit continuous assessment by e-mail to faculty mentors by prescribed dates. The action plan is enclosed in Annexure VII .
Item no. 9	To introduce new courses offered by IIBF and ICAI in Curriculum.	IIBF offers one year “Diploma in Banking & Finance”. In view of wide acceptance of this course it was discussed that suggestion can be given to students for their enrollment in this course. The members also considered the letter received from ICAI and recommended to explore the areas of collaboration with ICAI for the benefit of students. We may explore similar tie-ups with ICSI like opening the chapter, signature award etc.

The meeting ended with a vote of thanks to the chair.

Annexure-I

Syllabus for B.COM/BBA/BA

Note:

- *Strike through in existing means DELETED,*
- *BOLD in existing & proposed means re-sequenced*
- *ITALIC BOLD in proposed means added*

**B.Com I Sem/BBA I Sem/ B.A.
1.1 Foundation of Management**

Existing Syllabus	Proposed Syllabus	Remarks
<p>Objective: This course seeks to introduce the students to the foundational principals of Management</p> <p>Note: The paper will contain ten questions having at least two questions from each unit. Candidates are required to attempt five questions in all taking at least one question from each unit.</p>	<p>Objective: This course seeks to introduce the students to the foundational principals of Management</p> <p>Note: The paper will contain ten questions having at least two questions from each unit. Candidates are required to attempt five questions in all taking at least one question from each unit.</p>	<p>A topic has been added in syllabus to keep the students updated with latest scenario.</p>
<p>Course Contents :</p> <p>Unit 1:</p> <p>Evolution of Management Thought: Scientific, Administrative, Human relations, Systems.</p>	<p>Unit 1:</p> <p>Evolution of Management Thought: Scientific, Administrative, Human relations, Systems.</p>	
<p>Unit 2:</p> <p>Importance, Definition and Nature of Management. Functions of Managers. Skills vs. Levels of Management, Relevance of Management principles for all spheres.</p> <p>Planning: concept, purpose, process, Types of plans Decision Making, MBO.</p>	<p>Unit 2:</p> <p>Importance, Definition and Nature of Management. Functions of Managers. Skills vs. Levels of Management, Relevance of Management principles for all spheres.</p> <p>Planning: concept, purpose, process, Types of plans Decision Making, MBO.</p>	
<p>Unit 3:</p> <p>Organizing : Concept, Purpose, Process, Organizational Structure, Elements of Organizational Structure :</p>	<p>Unit 3:</p> <p>Organizing : Concept, Purpose, Process, Organizational Structure, Elements of Organizational Structure</p>	

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Departmentation, Delegation, Decentralization, Span of management, Work Specialization	: Departmentation, Delegation, Decentralization, Span of management, Work Specialization	
Unit 4: Leading: Concept and Importance. Leadership Styles, Theories of Leadership - Trait, Behavioral: Blake & Mouton, Ohio State, Michigan Univ. Situational: Path Goal Theory, Fiedler's Contingency Theory. Role of a Leader.	Unit 4: Leading: Concept and Importance. Leadership Styles, Theories of Leadership - Trait, Behavioral: Blake & Mouton, Ohio State, Michigan Univ. Situational: Path Goal Theory, Fiedler's Contingency Theory. Role of a Leader.	
Unit 5: Controlling: concept, purpose, process types. Cultural context, practices and work ethics of American, Japanese and Indian organizations and their comparative analysis	Unit 5: Controlling: concept, purpose, process types. Cultural context, practices and work ethics of American, Japanese and Indian organizations and their comparative analysis <i>Managerial learning from the struggle of Indian freedom fighters</i>	
Suggested Readings : 1 R. D. Agarwal : Organization and Management. Tata McGraw Hill, New Delhi. 2. P.C. Tripathi & P. N. Reddy: Principles of Management. Tata McGraw Hill, New Delhi. 3. Koontz & Weihrich: Essentials of Management, McGraw Hill. 4. Stoner: Management, PHI, New Delhi, 1982. 5. Weihrich & Koonts - Management -A Global Perspective – Tata McGraw 6. Robbins & D. Cenzo - Fundamentals of Management - Pearson Education Asia other relevant readings will be provided by the instructors.	Suggested Readings : 1 R. D. Agarwal: Organization and Management. Tata McGraw Hill, New Delhi. 2. P.C. Tripathi & P. N. Reddy: Principles of Management. Tata McGraw Hill, New Delhi. 3. Koontz & Weihrich : Essentials of Management, McGraw Hill. 4. Stoner : Management, PHI, New Delhi, 1982. 5. Weihrich & Koonts - Management – A Global Perspective – Tata McGraw 6. Robbins & D. Cenzo - Fundamentals of Management - Pearson Education Asia other relevant readings will be provided by the instructors.	

B.Com V Sem: 5.3 Investment Management

Existing Syllabus	Proposed Syllabus	Remarks
<p>Objective: The objective of this course is to explain concept of investment and the process involved in investment decisions. It also aims to explain the investment environment, alternatives, equity research and markets.</p> <p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidates will be required to attempt 5 questions taking 1 Question from each unit.</p>	<p>Objective: The objective of this course is to explain concept of investment and the process involved in investment decisions. It also aims to explain the investment environment, alternatives, equity research and markets.</p> <p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidates will be required to attempt 5 questions taking 1 Question from each unit.</p>	<p>The syllabus has been modified to keep the students updated with latest scenario</p>
<p>Course Contents :</p> <p>Unit 1: Nature of investment decisions and the investment decision process, the investment environment concept of investment risk and its various types. An overview of Indian stock markets and trends, Behavioural finance and its implications, ADR, GDR, Reverse fungibility, Global Indices.</p>	<p>Unit 1: <i>Financial markets, others form of markets in economy, and the role of security markets in Economy. The organization pattern and mechanics of security market in the Indian security markets, types of various securities and their characteristics and the role of market regulator SEBI and market intermediaries in smooth functioning of financial markets</i></p>	
<p>Unit 2: Analysis of fixed income securities: various fixed income securities and their unique features: Valuation of Fixed Income securities and systematic risk involved, major factors in Bond Rating process, Introduction to Bond Management strategies.</p> <p>Unit 3: Efficient market hypothesis- various forms and significance. Fundamental analysis: Economic analysis and economic approach, Econometric model building approach, industry</p>	<p>Unit 2: <i>Time value of money concepts and valuation of debt and equity instruments, and introduction of the concepts of risk and return, and diversification</i></p> <p>Unit 3: <i>Portfolio theory, efficient frontier, discussion on capital asset pricing model (CAPM) and an overview of Arbitrage Pricing theory (APT)</i></p>	

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<p>analysis Features necessary for industry analysis, Techniques of industry analysis.</p>		
<p>Unit 4:</p> <p>Need for company level analysis, Quantitative analysis, forecasting of EPS, Traditional and modern methods qualitative analysis, Fundamental analysis vs. Technical analysis, meaning of technical analysis, origin and development of technical analysis- Dow theory classical and modern technical analysis, Market indicators.</p>	<p>Unit 4:</p> <p>Fundamental analysis: concept relevance, financial statements, ratios and a brief overview on valuation of firm (Internal and External valuation). Basics of technical analysis, efficient market theory and behavioral finance</p>	
<p>Unit 5:</p> <p>Inputs to portfolio analysis- Risk and return characteristics of individual assets, Expected return and risk of portfolio, Diversification of risk, portfolio free selection problem, selection of risk, concept of risk free asset, risk free lending and risk borrowing.</p>	<p>Unit 5:</p> <p><i>Introduction to portfolio management – steps involved, significance and strategies on Portfolio management and overview of futures and options</i></p>	
<p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Chandra: Investment Analysis and Portfolio Management: - Tata McGraw 2. Sharpe: Investment:- Prentice Hall 3. Brealey: Principles of Corporate Finance:- Tata Mc Graw. 4. Rossfield: Technical Analysis - Prentice Hall 5. Fischer: Security Analysis and Portfolio Management: - Prentice Hall 	<p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. <i>Security Analysis and Portfolio Management by P Chandra-Mcgraw hill Publication</i> 2. <i>Introduction to Investment by William Sharpe-PHI Publication</i> 3. <i>Investment by Bodie, Kane Marcus and Mohanty-MCgraw-Hill Publication</i> 4. <i>Security Analysis and Portfolio Management by Gordon and Fisher-Pearson Publication</i> 5. <i>Investment by Jones-Wiley Publication</i> 	

B.Com VI Sem: 6.4.3 Business Forecasting

Existing Syllabus	Proposed Syllabus	Remarks
<p>Objective: Forecasting is used to predict the future events or conditions. Therefore it allows us to make better decisions with low uncertainty. Objective of the course is to introduce the students to basics of theory and application of forecasting methods</p> <p>Note: The paper will contain ten questions having at least two questions from each unit. Candidates are required to attempt five questions in all taking at least one question from each unit.</p>	<p>Objective: Forecasting is used to predict the future events or conditions. Therefore it allows us to make better decisions with low uncertainty. Objective of the course is to introduce the students to basics of theory and application of forecasting methods</p> <p>Note: The paper will contain ten questions having at least two questions from each unit. Candidates are required to attempt five questions in all taking at least one question from each unit.</p>	<p>To bring more clarity and rationalize the content to Benefit the students</p>
<p>Course Contents :</p> <p>Unit 1:</p> <p>Demand Analysis: An Overview of Marketing Research Techniques, Consumer Surveys, Consumer Clinics and Focus Groups, Market Experiments in Test Stores, Statistical Estimation, Variable Identification.</p>	<p>Unit 1:</p> <p><i>An overview of forecasting and its significance, types of forecasting, methods of forecasting and procedures, introduction to basic statistics, probability theory, discrete and continuous probability distribution with special reference to Normal distribution and its importance in forecasting.</i></p>	
<p>Unit 2:</p> <p>Data Collection: Time Series and Cross Sectional Data Collection, Specification of the Model, Estimation of the Parameters, Interpretation of Regression Statistics</p>	<p>Unit 2:</p> <p><i>Introduction to sampling and sampling techniques, hypothesis testing, correlation analysis and regression analysis and brief introduction to probabilistic regression models and the importance of errors in model estimation.</i></p>	

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<p>Unit 3:</p> <p>Forecasting Demand: Selecting a Forecasting Technique, Purpose of Forecast, Type of Users, Patterns in the Data Series, Lead Time, Minimum Data Requirement, Desired Accuracy, Cost of forecasting, Qualitative Forecasting Techniques, Survey and Opinion Polling Techniques.</p>	<p>Unit 3:</p> <p>Time series analysis, cross-sectional, time series and panel data collection, variable identification with model specification and estimation of parameters and statistical interpretation.</p>	
<p>Unit 4:</p> <p>Time Series Analysis: Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations, Smoothing Techniques, Moving Averages, Exponential Smoothing and Other Advanced Techniques, Barometric Techniques Leading, Lagging and Coincident Economic Indicators, Diffusion and Composite Indexes.</p>	<p>Unit 4:</p> <p>Forecasting technique selection, patterns in data series, time series analysis, trend analysis, cyclical variations, seasonal effects and random fluctuations, forecasting methods based on averaging, exponential smoothing techniques and brief discussion on Holt's smoothing technique and barometric method.</p>	
<p>Unit 5:</p> <p>Accuracy of Forecast: Short Run Forecast, Long Term Forecast, Use of Software Packages for Forecasting, Student Research Paper</p>	<p>Unit 5:</p> <p><i>Brief introduction to autocorrelation in time series and Durbin-Watson test for autocorrelation, measurement of errors and qualitative forecasting techniques with special reference to Delphi's method.</i></p>	
<p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Hanke John: Business Forecasting. PHI Publication. 2. Francis X. Diebold: Elements of Forecasting. Cengage Learning. 3. Galit Shmueli: Practical Time Series Forecasting. Axelrod Schnall. 4. Bowerman, O'Connell and Koehler: Forecasting, Time Series, and Regression. Cengage Learning. 	<p>Reference Books:</p> <ol style="list-style-type: none"> 1. <i>Business Forecasting by John E. Hanke and Dean W. Wichern-Publication PHI</i> 2. <i>Elements of Forecasting by Francis X. Diebold-Publication Cengage India</i> 3. <i>Applied Business Statistics by Ken Black-Publication Wiley India</i> 	

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<p>Software Material: www.eviews.com, gretl.sourceforge.net, SPSS</p> <p>Software Usage: Gretl can be downloaded freely (gretl.sourceforge.net). However you must use the departmental computer lab for the SPSS and other Software's. Our primary focus will be on SPSS and MS-EXCEL. You will be given two days of lectures on how to use these software.</p>		
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B.Com VI Sem: 6.2/BBA V Sem: 5.3 E-Business

Existing Syllabus	Proposed Syllabus	Remarks
<p>Objective: Keeping in view the growth of online business and internet penetration, the course seeks to introduce students to fundamental concept of e-business. It seeks to train students on aspects like business modules, key advantages, payment system, legal issues etc.</p> <p>Note: The paper will contain ten questions having at least two questions from each unit. Candidates are required to attempt five questions in all taking at least one question from each unit.</p>	<p>Objective: Keeping in view the growth of online business and internet penetration, the course seeks to introduce students to fundamental concept of e-business. It seeks to train students on aspects like business modules, key advantages, payment system, legal issues etc.</p> <p>Note: The paper will contain ten questions having at least two questions from each unit. Candidates are required to attempt five questions in all taking at least one question from each unit.</p>	<p>The syllabus has been modified keeping in view the requirement of B.Com/BBA students</p>
<p>Course Contents :</p> <p>Unit 1:</p>	<p>Unit 1:</p> <p>Advantage of Internet for various users, concept of e-commerce & e-</p>	

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<p>Advantages of Internet for various users, concept of e-commerce & e-business, history, forces fueling, industry framework & information superhighway, types of e-commerce.</p>	<p>business, its advantages & history, forces fueling <i>Case study of ITC eChoupal, Channel Conflict-Evaluate if and how both off-line and on-line business models can be pursued simultaneously</i> <i>Effects of internet & web on business-Strategy, structure & process.</i></p>	
<p>Unit 2:</p> <p>Business Models: advertising, brokerage, utility, mixed etc., internet access providers companies, concept of internet topology, e-commerce working introduction to public & private information, firewalls, tunnels, encryption.</p>	<p>Unit 2:</p> <p>Business Models: advertising, brokerage, utility, mixed etc., <i>Concept of Disintermediation, Horizontal & Vertical Market Places in E-Commerce, Impact of E-business & social media on a single functional area, viz., marketing-case study Branding in The Digital Age, Website creation & Digital Marketing-Session cum workshop by industry expert.</i></p>	
<p>Unit 3:</p> <p>Concept & advantages: e-CRM, e-SCM, ERP, e-Procurement, Retailing in e-commerce case studies of e-bay, amazon etc., direct marketing & customer service, introduction to online auction mechanism.</p>	<p>Unit 3:</p> <p>Concept & advantages: e-CRM, e-SCM, ERP, e-Procurement (<i>detailed discussion with case studies</i>), direct marketing & customer service, introduction to online auction mechanism.</p>	
<p>Unit 4:</p> <p>Internet & Promotion: types of online promotions- banners, splash screens etc, and strategies- push / pull, online catalogues, advantage & Challenges, Introduction to e-banking & advantages.</p>	<p>Unit 4:</p> <p>Internet & Promotion: types of online promotions- banners, splash screens etc, and strategies- push / pull, online catalogues, advantage & Challenges, Introduction to e-banking & advantages. <i>Crowd Sourcing-Concept & benefits</i></p>	
<p>Unit 5:</p> <p>Electronics Payment System: concept, advantages, security systems, cybercrimes, ethical issues in e-commerce, I.T. Act & implications,</p>	<p>Unit 5:</p> <p>Electronics Payment System: concept, advantages, security systems, cybercrimes, ethical issues in e-commerce, I.T. Act &</p>	

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introduction to web site creation & registration , future of e-commerce	implications, future of e-commerce	
Suggested Readings : 1. Robinson & Kalakota : E-Business - Pearson 2. Kalakota : Electronic Commerce - Pearson 3. Turban: Electronic Commerce - Pearson 4. Mohammed: Internet Marketing - TMH 5. Websites as Suggested by instructor	Suggested Readings : 1. Robinson & Kalakota : E-Business - Pearson 2. Kalakota : Electronic Commerce - Pearson 3. Turban: Electronic Commerce - Pearson 4. Mohammed: Internet Marketing -TMH 5. Websites as Suggested by instructor	

B.Com V Semester /BBA V Semester

(B.Com./BBA)Paper 5.5/ 5.4: Risk Management and Insurance

Objective: The course seeks to provide a conceptual foundation for understanding the process of risk management using the insurance and relevance and the features of common forms of general insurance and life insurance.

Unit I: Risk management - introduction to risk in the society, relevance of managing risk, insurance as a tool of risk management, evolution of insurance in India and concepts from ancient literature, liberalization in Insurance, career in insurance and building entry level competencies.

Unit II: Introduction to prominent insurance players in India and the world, various types of insurance, introduction to working of life insurance and general insurance companies, legal aspects in insurance- principles, insurance contract- general concept, identification of risk exposures

Unit III: Life insurance- need, analysis, selection of life insurance policy, concept of annuities, types, taxation aspects related to life insurance and annuities. General insurance- types, motor insurance- types, nature, legal issues and selection.

Unit IV: Health insurance- types, nature, legal issues and selection. Types of fire insurance and marine insurance. Introduction to government regulations for insurance.

Unit V: Convincing the client about suitable insurance policy, ethical aspects, and comprehensive assessment of the insurance needs of the client, implementing and reviewing, introduction to pricing of insurance.

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Suggested Readings:

- 1) Principles of Risk Management and Insurance, Rejda, Pearson Education
- 2) Risk Management and Insurance, IMS Proschool Book, Tata McGraw
- 3) Principles of Insurance Management, Gulati, Excel Books
- 4) Insurance Principles and Practices, Mishra, S.Chand
- 5) Life Insurance in India: Opportunities, Challenges And Strategic Perspective, Sadhak, Sage Publications
- 6) Principles and Practices Of Life Insurance In India, Imam, Anmol Publications
- 7) General Principles of Insurance Law, Chaudhary, Central Law Publications

B.Com VI Sem: 6.1 Indirect Taxes

Existing Syllabus	Proposed Syllabus	Remarks
<p>Objective: The objective of this paper is to develop an understanding of concepts of different types of indirect taxes and to acquire the ability to analyze the significant provisions of indirect taxes.</p> <p>Note: The paper will contain ten questions having at least two questions from each unit. Candidates are required to attempt five questions in all taking at least one question from each unit.</p>	<p>Objective: <i>The course aims at introducing the students to concepts Goods and Sales Tax that form an integral part of the taxation system of India</i></p> <p>Note: The paper will contain ten questions having at least two questions from each unit. Candidates are required to attempt five questions in all taking at least one question from each unit.</p>	<p>In view of introduction of GST the content of this course is modified.</p>
<p>Course Contents :</p> <p>Unit 1:</p> <p>Introduction: Special Features of Indirect Tax Levies All Pervasive Nature, Contribution to Government Revenues; Constitutional Provisions Authorizing the Levy and Collection of Duties of Central Excise and Customs</p>	<p>Unit 1:</p> <p><i>Introduction: Introduction to GST : Basics of Model , IGST , CGST, SGST , UGST Laws, Reverse Charge Mechanism GST : Definition of Supply , 8 Forms of Supply , Different Rates under GST , Intra State Supply and specific exclusions like SEZ, and In Bound</i></p>	

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<p>Unit 2:</p> <p>Central Excise Laws: Basis of Chargeability of Duties of Central Excise Goods, Manufacture, Classification and Valuation of Excisable Goods; CENVAT Credit Mechanism, Registration, Assessment, Provisional Assessment, Manner of Payment of Duty, Exemption, Recovery and Refunds of Duties; Export Incentives under Central Excise such as SEZs, STPI, EHTP, EPZ; Offences and Penalty</p>	<p><i>Sales , Inter State Supply and Specific Exclusions, Export of Goods and Services.</i></p> <p>Unit 2:</p> <p><i>GST Laws: Levy of CGST, SGST, IGST, UGST,, Valuation of Imported and Exported goods, Provision of places and times of supply of Goods and Services</i></p>	
<p>Unit 3:</p> <p>Customs Laws: Levy of Customs Duties, Types of Customs Duty Levied, Tariff Classification & Exemptions, Valuation of Imported and Exported goods, Provision of Assessment, Payment of Duties, Recovery and Refund of Customs Duties, Procedure for Clearance of Imported and Exported Goods, Imposition of Penalties; Offences and Prosecution Provisions</p>	<p>Unit 3:</p> <p><i>GST Registration: Single or Composition, Multi State Registration or Single State Registration, Input Tax Credit under SGST, CSGT and UGST, Valuation of Goods & Services, Deemed Sales under GST, Transition provision for transfer of Existing Credit.</i></p>	
<p>Unit 4:</p> <p>Service Tax: Background, Negative List Approach, Statutory Provisions, Taxable Services, Valuation, Point of Taxation, Place of Provision of Service, Administrative Mechanism and Procedural Aspects, Assessment, Computation, Levy, Collection and Payment, Exemptions, Returns, Refunds, Demands, Appeals, Revisions</p>	<p>Unit 4:</p> <p><i>Maintenance of Records & Books , Returns to files under GST , Payments under GST, Refunds under GST , Inspection , Search Power and Penalties under GST</i></p>	
<p>Unit 5:</p> <p>VAT: Background, Concept and Mechanism, Classification, Invoicing, Exemption, Returns, Refunds,</p>	<p>Unit 5:</p> <p>Customs Laws: Levy of Customs Duties, Types of Customs Duty Levied,</p>	

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<p>Demands, Appeals, Revisions, Liability under VAT, Computation of VAT & Assessment</p>	<p>Tariff Classification & Exemptions, Valuation of Imported and Exported goods, Provision of Assessment, Payment of Duties, Recovery and Refund of Customs Duties, Procedure for Clearance of Imported and Exported Goods, Imposition of Penalties; Offences and Prosecution Provisions.</p>	
<p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. V. S. Datey : Indirect Taxes - Law & Practices; Taxmann Publications 2. J.K. Mittal : Law, Practice & Procedure of Service Tax; CCH India, [Walters Kluwer (India) Pvt. Ltd.], Pearson 3. Balram Sangal & Jagdish Rai Goel: All India VAT manual (4 Vols.); Commercial Law Publisheres (India) Pvt. Ltd. 4. R. K. Jain's : Central Excise and Custom Law Manual; Centax Publications Pvt. Ltd. 5. Excise and Customs Cases: Fortnightly Reporting Journals; Indirect Tax Laws of India (P) Ltd. 6. Excise Law Times : Fortnightly Reporting Journal; Centax Publications (P) Ltd. 	<p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. <i>Goods and Services Tax (GST) in India</i> By B. Viswanathan 2. <i>All About GST - A Complete Guide to Model GST Law</i> By V S Datey 3. <i>India GST for Beginners</i>, By Jayaram Hiregange 4. <i>GST Law & Analysis with Conceptual Procedures</i>, By Bimal Jain and Isha Bansal <p>Websites:</p> <p>www.icmai.in/icmai/Taxation/upload/GST</p> <p>www.finmin.nic.in/reports/ModelGSTLaw</p>	

B.Com/BBA/ B.A. Management V
Vocational course I: Entrepreneurship and Motivation

Existing Syllabus	Proposed Syllabus	Remarks
<p>Exam Duration: 2 hrs Contact Hrs: 2 hrs/week</p> <p>Objectives: The course aims at developing the required motivation and aptitude for Entrepreneurial career and gives various informational inputs.</p> <p>Manager, Entrepreneur, entrepreneurship as an art, enterprise, concept of entrepreneurship, social intelligence for entrepreneurs, classification and types of entrepreneurship, entrepreneurship and economic development. Factors affecting entrepreneurial growth. Entrepreneurship development programmes (EDPs); Meaning of rural entrepreneurship and problems of rural entrepreneurship;</p> <p>Training, Developing Entrepreneurship through training, Motivation, Entrepreneurial Motivational training, Different Motivational theories, Creativity and Innovation, Entrepreneurial traits and competencies. Entrepreneurial support systems-current government policies and measures towards promotion of entrepreneurship; Incubation cell, grass-root ideas in entrepreneurship,</p> <p>Why entrepreneurs fail, How they succeed? Case studies of start ups</p> <p>BOOKS RECOMMENDED: 1. Dynamics of Entrepreneurial Development & Management: Vasant Desai;</p>	<p>Exam Duration: 2 hrs Contact Hrs: 2 hrs/week</p> <p>Objectives: The course aims at developing the required motivation and aptitude for Entrepreneurial career and gives various informational inputs.</p> <p>Manager, Entrepreneur, concept of entrepreneurship, social intelligence for entrepreneurs, classification and types of entrepreneurship, entrepreneurship and economic development. Factors affecting entrepreneurial growth. Meaning of rural entrepreneurship and problems of rural entrepreneurship;</p> <p>Motivation, Entrepreneurial Motivational training, Different Motivational theories, Creativity and Innovation, Entrepreneurial traits and competencies. Entrepreneurial support systems-current government policies and measures towards promotion of entrepreneurship; Incubation cell, grass-root ideas in entrepreneurship,</p> <p><i>Social Entrepreneurship: Concept, Models of Social entrepreneurship (Elkington & Hartigan 2008) and relevant case studies, Triple bottom line and role of social entrepreneurs.</i></p> <p><i>Women Entrepreneurs: Reasons for low women entrepreneurs in India, role, problems and prospects, stories of women entrepreneurs.</i></p>	<p>To bring more clarity and rationalize the content in view of requirement of stakeholders</p>

<p>Himalaya Publishing House, Mumbai</p> <p>2. Entrepreneurial Development: S. S. Khanka ; S. Chand & Company Ltd., New Delhi</p> <p>3. Fundamental of Entrepreneurship: G. S. Sudha ; Ramesh Book Depot, Jaipur</p> <p>EXPERIENTIAL LEARNING</p> <p>1. COMPETENCIES TESTING & DEVELOPMENT</p> <p>2. ASSIGNMENT: Different assignment may be given to the students on the following topics</p> <p>a) A study of any Nationalized Bank</p> <p>b) A study of any Industrial area.</p> <p>c) A study of any sick unit</p> <p>d) A study of any export unit</p> <p>e) A study of any training place</p> <p>3. GAMES : Different games on the entrepreneur's motivation will be taken up in the class like:</p> <p>(a) Ring Toss game</p> <p>(b) Making paper boats</p> <p>(c) Tower building games etc</p> <p>Distribution of Marks: -</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Theory Paper</td> <td style="width: 5%; text-align: center;">:</td> <td style="width: 25%; text-align: right;">20</td> </tr> <tr> <td>Cont. Assessment</td> <td style="text-align: center;">:</td> <td style="text-align: right;">10</td> </tr> <tr> <td colspan="3"><hr style="border: 0.5px solid black;"/></td> </tr> <tr> <td>TOTAL MARKS</td> <td style="text-align: center;">=</td> <td style="text-align: right;">30</td> </tr> </table>	Theory Paper	:	20	Cont. Assessment	:	10	<hr style="border: 0.5px solid black;"/>			TOTAL MARKS	=	30	<p>Why entrepreneurs fail, How they succeed? Case studies of start ups</p> <p>BOOKS RECOMMENDED:</p> <p>1. Dynamics of Entrepreneurial Development & Management: Vasant Desai; Himalaya Publishing House, Mumbai</p> <p>2. Entrepreneurial Development: S. S. Khanka ; S. Chand & Company Ltd., New Delhi</p> <p>3. The Power of Unreasonable People: John Elkington and Pamela Hartigan</p> <p>EXPERIENTIAL LEARNING</p> <p>1. Competencies Testing & Development</p> <p>2. ASSIGNMENT: Online course on Entrepreneurship/Start ups</p> <p>3. GAMES : Different games on the entrepreneur's motivation will be taken up in the class like:</p> <p>(a) Ring Toss game</p> <p>(b) Making paper boats</p> <p>(c) Tower building games etc</p> <p>Distribution of Marks: -</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Theory Paper</td> <td style="width: 5%; text-align: center;">:</td> <td style="width: 25%; text-align: right;">20</td> </tr> <tr> <td>Cont. Assessment</td> <td style="text-align: center;">:</td> <td style="text-align: right;">10</td> </tr> <tr> <td colspan="3"><hr style="border: 0.5px solid black;"/></td> </tr> <tr> <td>TOTAL MARKS</td> <td style="text-align: center;">=</td> <td style="text-align: right;">30</td> </tr> </table>	Theory Paper	:	20	Cont. Assessment	:	10	<hr style="border: 0.5px solid black;"/>			TOTAL MARKS	=	30	
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B.Com/BBA/ B.A. Management VI
Vocational course II: Dynamics of Entrepreneurship

Existing Syllabus	Proposed Syllabus	Remarks
<p>Exam Duration: 2 hrs Contact Hrs: 2 hrs/week</p> <p>Objective: The course aims at developing the required dynamics and aptitude for entrepreneurial career and help in setting up of small scale enterprises through project exposure.</p> <p>Note: There will be 7 questions in all from the syllabus. Candidates will be required to attempt any four questions.</p> <p>Course Contents :</p> <p>MSME: Definition, role in India's economic development, regulation covering MSME, Source of information and non- financial support, Incentives and benefits available to MSME entrepreneurs, Market research and survey</p> <p>Project launching and resourcing, evaluation of potential opportunities, SWOT analysis. Project selection / formulation, project appraisal, financial analysis, collaboration procedure for applications for foreign procedural requirements for establishing new enterprise. Selecting type of business Organization, Registration and Licensing, Incentives and facilities available, for different Projects.</p> <p>Business Crises, Ethical Entrepreneurship</p> <p>BOOKS RECOMMENDED:</p> <p>* Hand Book for New Entrepreneurs: Oxford University Press</p> <p>* Fundamental of Entrepreneurship: G. S. Sudha; Ramesh Book Depot, Jaipur</p> <p>* Entrepreneurship: New Venture Creation; David Holt, Prentice Hall, India</p> <p>Experimental learning</p>	<p>Exam Duration: 2 hrs Contact Hrs: 2 hrs/week</p> <p>Objective: <i>The course aims to make the students learn to recognize, create and shape opportunities, provide the leadership and build the team to create economic and social value. The students will learn on how to convert ideas into sustainable business.</i></p> <p>Note: There will be 7 questions in all from the syllabus. Candidates will be required to attempt any four questions.</p> <p>Course Contents :</p> <p>MSME: Definition, role in India's economic development, regulation covering MSME, Source of information and non- financial support, Incentives and benefits available to MSME entrepreneurs,</p> <p>Creating Entrepreneurial Venture: Ideation – sources of new ideas, methods of generating ideas; creative problem solving; opportunity recognition; environmental scanning: SWOT, PESTLE; competitor and industry analysis; feasibility study: Technical, Financial Marketing, Personnel and Management; preparing business plan.</p> <p>Sources of Capital: Debt or Equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs.</p> <p>Legal issues: Brief overview of intellectual property rights, patents, trademarks, copy rights, trade secrets, licensing.</p> <p>Business Crises</p> <p>BOOKS RECOMMENDED:</p>	<p>To bring more clarity and rationalize the content in view of requirement of stakeholders</p>

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<p>Project proposal to set up an entrepreneurial venture will be formulated by the students and presented in the class.</p> <p>Distribution of Marks:-</p> <p>Theory Paper : 20</p> <p>Project Proposal (Cont. Assessment) : 10</p> <hr/> <p>Total Marks = 30</p>	<ol style="list-style-type: none"> 1. Hand Book for New Entrepreneurs: Oxford University Press 2. Fundamental of Entrepreneurship: G. S. Sudha; Ramesh Book Depot, Jaipur 3. Entrepreneurship: New Venture Creation; David Holt, Prentice Hall, India 4. Entrepreneurship: Robert D. Hisrich, Mathew J. Manimala, Michael P. Peters, Dean A. Shepherd <p>Experimental learning</p> <p>Project proposal to set up an entrepreneurial venture will be formulated by the students and presented in the class.</p> <p>Distribution of Marks:-</p> <p>Theory Paper : 20</p> <p>Project Proposal (Cont. Assessment) : 10</p> <hr/> <p>Total Marks = 30</p>	
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Annexure II

Syllabus for MBA Course

Note

- *Strike through in existing means DELETED,*
- *BOLD in existing & proposed means re-sequenced*
- *ITALIC BOLD in proposed means added*

MBA II Sem.

Paper 2PC.3 Corporate Social Responsibility (CSR) and Social Entrepreneurship

Unit	Existing Syllabus	Proposed Syllabus	Remarks
Objective	To understand the dynamics of CSR and its role in development. To understand the importance of social entrepreneurship and explore avenues for bringing change in society through entrepreneurship. Encourage participants to venture for Loksangrah.	To understand the dynamics of CSR and its role in development. To understand the importance of social entrepreneurship and explore avenues for bringing change in society through entrepreneurship. Encourage participants to venture for Loksangrah.	The syllabus has been modified keeping in view the requirement of MBA students
I	Concept of Corporate Social Responsibility (CSR) and Corporate Social Dharm (CSD), Legal provisions in companies act.	Concept of Corporate Social Responsibility (CSR) and Corporate Social Dharm (CSD), Legal provisions in companies act.	.
II	Strategic CSR, Sustainable development initiatives of Indian business houses, PURA model, Traditional models of sustainable development	Strategic CSR, Sustainable development initiatives of Indian business houses, PURA model, Traditional models of sustainable development. <i>Concept of shared Value, Sustainable Development Goals</i>	
III	Definition of Social Entrepreneurship, Concept of Loksangrah and Nishkaam Karm from Bhagwad Geeta, Types of Social Entrepreneurship initiatives	Definition of Social Entrepreneurship, Concept of Loksangrah and Nishkaam Karm from Bhagwad Geeta, Types of Social Entrepreneurship initiatives. <i>Framework of Business-Society-Government</i>	
IV	Stakeholder theory and role of social entrepreneur, challenges faced by social entrepreneurs Legal scenario with respect to social entrepreneurship in India	Stakeholder theory and role of social entrepreneur, challenges faced by social entrepreneurs Legal scenario with respect to social entrepreneurship in India	

<p>V</p>	<p>Triple bottom line, Cases of social entrepreneurship in India, stories of women entrepreneurs, Farmer as a social entrepreneur.</p> <p>Social Audits for reducing implementation gaps, e-governance as a tool for effective implementation, Social awareness programs and their role in achieving outcomes of a policy, social media and its role in policy process</p>	<p>Triple bottom line, Cases of social entrepreneurship in India, stories of women entrepreneurs, Farmer as a social entrepreneur.</p> <p><i>Strategic Decision Matrix</i></p>	
	<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Target 3 Billion - by A P J Abdul Kalam and Srijan Pal Singh 2. The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World - by John Elkington and Pamela Hartigan 3. Strategic Corporate Social Responsibility - by David Chandler 4. New Mantras in Corporate Corridors - by Subhash Sharma 5. I have a Dream - by Rashmi Bansal 	<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Target 3 Billion - by A P J Abdul Kalam and Srijan Pal Singh 2. The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World - by John Elkington and Pamela Hartigan 3. Strategic Corporate Social Responsibility - by David Chandler 4. New Mantras in Corporate Corridors - by Subhash Sharma 5. I have a Dream - by Rashmi Bansal 	

MBA IV Sem.

Paper 4.F.B.1 Strategic Financial Management

Unit	Existing Syllabus	Proposed Syllabus	Remarks
Objective	To enable students to get a deep insight into emerging trends in Mergers and Takeovers and to provide expertise in Inventory Management, Dividend Policy and Project Appraisal. The paper also seeks to introduce students to tax planning for corporate entities.	Objective: To enable students to get a deep insight into emerging trends in Mergers and Takeovers and to provide expertise in Inventory Management, Dividend Policy and Project Appraisal. The paper also seeks to introduce students to tax planning for corporate entities.	The syllabus has been modified keeping in view the requirement of MBA students
I	Inventory Management – Nature, Significance, Cost minimization through EOQ, ABC analysis. Advanced Capital Budgeting: Statistical techniques to handle risk, Decision tree utility theory.	Inventory Management – Nature, Significance, Cost minimization through EOQ, ABC analysis. Advanced Capital Budgeting: Statistical techniques to handle risk, Decision tree utility theory.	.
II	Dividend Decision – Dividend theories – Water, Gordon, Modigliani & Miller, Dividend policies, overview of Bonus Shares, Share split, Share buyback, Project appraisal and financing – concept, overview of process, financial appraisal by banks.	Dividend Decision – Dividend theories – Water, Gordon, Modigliani & Miller, Dividend policies, overview of Bonus Shares, Share split, Share buyback, Project appraisal and financing – concept, overview of process, financial appraisal by banks.	
III	Mergers and Takeovers: regulatory framework, various types, how mergers increase value, valuation approaches, and case studies, motives of spin off's and divestitures.	Mergers and Takeovers: regulatory framework, various types, how mergers increase value, valuation approaches, and case studies, motives of spin off's and divestitures.	

IV	International Financial Management: Concept, Forex market functioning, Factor affecting exchange rate, Forex risk, Instruments of long term & short term finance, Usage of Financial derivatives and internal techniques for Forex risk management.	International Financial Management: Concept, Forex market functioning, Factor affecting exchange rate, Forex risk, Instruments of long term & short term finance, Usage of Financial derivatives and internal techniques for Forex risk management.	
V	Corporate Taxation: Introduction to Income Tax, Profit and gains from business and profession – admissible deductions, Tax deducted at source, advance tax, set off and carry forward of losses, Taxation of companies, managerial significance.	Corporate Taxation: Introduction to Income Tax- <i>Income, status & incidence of tax</i> , Profit and gains from business and profession – admissible deductions, Tax deducted at source, advance tax, set off and carry forward of losses, Taxation of companies, managerial significance.	
	<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Van Horne: Financial Management & Policy, Pearson 2. Weston: Takeovers, Mergers and Corporate Governance: Pearson 3. Chandra Prasanna: Financial Management Theory & Practice, Tata Mc Graw Hill. 4. Chandra Prasanna: Project Management. Tata Mc Graw Hill. 5. Myers, Brealey: Principles of Corporate Finance Tata Mc Graw Hill. 	<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Van Horne: Financial Management & Policy, Pearson 2. Weston: Takeovers, Mergers and Corporate Governance: Pearson 3. Chandra Prasanna: Financial Management Theory & Practice, Tata Mc Graw Hill. 4. Chandra Prasanna: Project Management. Tata Mc Graw Hill. 5. Myers, Brealey: Principles of Corporate Finance Tata Mc Graw Hill. 	

MBA IV Semester

4.1 Indigenous Management Systems

Existing Syllabus	Proposed Syllabus	Remarks
<p>Objective: The primary purpose is Self-Realization. Further to expose students to the development of Indian economic and management thought from the ancient times to the present days. The students would take a mental journey of 2500 to 3000 years with a view to learn from past to evolve creative responses to the contemporary and emerging challenges of economic enterprises.</p>	<p>Objective: The primary purpose is Self-Realization. Further to expose students to the development of Indian economic and management thought from the ancient times to the present days. The students would take a mental journey of 2500 to 3000 years with a view to learn from past to evolve creative responses to the contemporary and emerging challenges of economic enterprises.</p>	
<p>Unit 1</p> <p>Rationale for studying 'Indigenous Management System',</p> <p>Integral unity vs. Synthetic unity</p> <p>Business Management Systems in Ancient India, Corporate lessons from ShriMad-Bhagwad-Gita</p>	<p>Unit 1</p> <p>Rationale for studying 'Indigenous Management System',</p> <p>Integral unity vs. Synthetic unity</p> <p>Business Management Systems in Ancient India, Corporate lessons from ShriMad-Bhagwad-Gita</p>	
<p>Unit 2</p> <p>Corporate lessons from Mahabharata</p>	<p>Unit 2</p> <p>Corporate lessons from Mahabharata</p>	

Manu's Theory of Leadership, H.R. practices in Manu Smriti	Manu's Theory of Leadership, H.R. practices in Manu Smriti	
<p>Unit 3</p> <p>Economic Thought in the Mughal Period, Economic thought during Freedom struggle,</p> <p>Buddhist Philosophy for Modern Management</p> <p>Dada Bhai Naroji's Drain theory and its long run relevance,</p> <p>Economic Nationalism , Gandhian Economics,</p> <p>Trusteeship and Industrial Relations, Concept of Swadeshi</p>	<p>Unit 3</p> <p>Economic thought during Freedom struggle</p> <p>Buddhist Philosophy for Modern Management</p> <p>Dada Bhai Naroji's Drain theory and its long run relevance,</p> <p>Economic Nationalism , Gandhian Economics,</p> <p>Trusteeship and Industrial Relations, Concept of Swadeshi</p> <p>Safeguarding Traditional Indian Knowledge Systems, Concepts of Community Knowledge Protection Rights(CKPR)</p>	<p>Removed less relevant topic and added an innovative topic that captures the essence and contemporary needs (added in unit V)</p> <p>One topic from unit V shifted to unit III, as it was relevant with the flow of unit</p>
<p>Unit 4</p> <p>Economy and Polity in Kautilya's Arthashastra, Management Systems in Arthashastra,</p> <p>Creation and development of</p>	<p>Unit 4</p> <p>Economy and Polity in Kautilya's Arthashastra, Management Systems in Arthashastra,</p> <p>Creation and development of</p>	

<p>trusteeship Corporate enterprises in India,</p> <p>Corporate entrepreneurship with reference to case studies of Indian business houses,</p> <p>Factors of Creation(KPCL)vs. Production, Corporate Social Dharm and Returns To Communities(RTC)</p>	<p>trusteeship Corporate enterprises in India,</p> <p>Corporate entrepreneurship with reference to case studies of Indian business houses,</p> <p>Factors of Creation(KPCL)vs. Production, Corporate Social Dharm and Returns To Communities(RTC)</p>	
<p>Unit 5</p> <p>Concept of PURA Model,</p> <p>A new role of Government from empire to umpire, Creating level Field Playing, VISWA Model,</p> <p>Safeguarding Traditional Indian Knowledge Systems, Concepts of Community Knowledge Protection Rights(CKPR)</p>	<p>Unit 5</p> <p>Concept of PURA Model,</p> <p>A new role of Government from empire to umpire, Creating level Field Playing, VISWA Model,</p> <p><i>Concept of Integrating Simplification,</i></p> <p><i>Integrating Socialism and Capitalism</i></p>	<p>Added an innovative concept. The concept in gaining prominence. The book on the topic and its allied areas have been published in Springer</p>
<p>Text Book- (T.1) - Management Concepts in Ancient Indian Psycho-Philosophical Thought and Their Significance for Present Day Organization- Ipshita Bansal</p> <p>References Books</p> <p>R1- New Mantras in</p>	<p>Text Book- (T.1) - Management Concepts in Ancient Indian Psycho-Philosophical Thought and Their Significance for Present Day Organization- Ipshita Bansal</p> <p>References Books</p> <p>R1- New Mantras in</p>	<p>For the new topic added, one reference book added</p>

<p>Corporate corridors From Ancient Routes to Global Roots – Subhash Sharma.</p> <p>R2- A history of Indian Economic Thought - Ajit Dasgupta</p> <p>R3. Intellectual Property Rights-The emerging Issues for Industry-Bansal Purohit</p> <p>R4. New Earth Sastra-Subhash Sharma</p> <p>R5. Target 3 Billion - Dr. Abdul Kalam</p> <p>R6. Being Different : An Indian challenge to western universalism- Rajiv Malhotra</p>	<p>Corporate corridors From Ancient Routes to Global Roots – Subhash Sharma.</p> <p>R2- A history of Indian Economic Thought - Ajit Dasgupta</p> <p>R3. Intellectual Property Rights-The emerging Issues for Industry-Bansal Purohit</p> <p>R4. New Earth Sastra-Subhash Sharma</p> <p>R5. Target 3 Billion - Dr. Abdul Kalam</p> <p>R6. Being Different : An Indian challenge to western universalism- Rajiv Malhotra</p> <p><i>R7. Organizational Innovation by Integrating Simplification : Learning from Buurtzorg Nederland - Sharda Nandram</i></p>	
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Sports Management as minor specialization in MBA w.e.f. 2017-18

List of courses

2SM1: Foundations of Sports Management

4SM1: Advanced readings in Sports

MBA II SEMESTER

2SM1: Foundations of Sports Management

M.M.: 60

Objective: To provide overview of sports scenario in the country and prepare students to manage the sports events

Unit I: Sports scenario in India and the world: need for sports management, important events, sports and society- relevance, opportunities, sports promotion by GoI- associations and regulation.

Unit II: Sports Law- overview of the laws related to sports injuries, employment, doping, organizing events, workplace issues, and contract.

Unit III: Managing Sports events- preparation, exploring opportunities, venue arrangements, sponsorships, safety, legal aspects

Unit IV: Promotion of Events-ways to promote, doing tie-ups and networking, communication with journalists, writing persuasive proposals, and making effective presentations

Unit V: Managing sports facilities and logistics, overview of sports nutrition, sports psychology and risk management during the sports events.

Suggested Readings:

1. Gillentine, Andy. Foundations of Sport Management. McGraw-Hill. 2009
2. Parkhouse, Bonnie L.: Management of Sport: Its Foundation and Application 4 Rev ed .McGraw Hill Higher Education
3. Mudgal, Mukul: Law & Sports in India: Developments, Issues and Challenges. LexisNexis. New Delhi.
4. Mudgal M: Law and Sports in India-Developments, Issues and Challenges. LexisNexis. New Delhi.
5. J. P. Tanwar. Sports Laws. Khel Sahitya Kender. 2013
6. Hans Westerbeek. Managing Sport Facilities and Major Events. Viva Books Pvt Ltd. 2005.

MBA IV SEMESTER

4SM1: Advanced readings in Sports

Objective: To provide indepth acquaintance about how good sports events are managed across the globe

Unit I: Learning from the IPL and the events organized during the last decade: organization, planning, outcome and analysis

Unit II: Learning from the Asian Games: organization, planning, outcome and analysis

Unit III: Learning from the Pro-Kabbadi, Pro-Badminton events in India: organization, planning, outcome and analysis

Unit IV: Football events in India- organization, planning, outcome and analysis

Unit V: Sports tourism, planning for guest hospitality and alternatives available. Promotion of sports by the universities of India and opportunities through the support of various agencies.

Suggested Readings:

1. Sekhri , Desh Gaurav . The Incredible Story of the Indian Premier League. Viking. 2016
2. Adair and Ritchie: Sport Tourism. Viva Books. 2006
3. Reddy, P.A. Sports Promotion In India. Discovery Publishing Group. 2005
4. Gillentine, Andy. Foundations of Sport Management. McGraw-Hill. 2009
5. Parkhouse, Bonnie L.: Management of Sport: Its Foundation and Application 4 Rev ed .McGraw Hill Higher Education

Annexure III

Proposal for M.Com

BANASTHALI VIDYAPITH
FMS-WISDOM
Proposed M.Com. Programme

Eligibility: Graduation in Commerce/Management/Economics

Admission: Based upon merit in the qualifying examination.

Introduction to Programme: The Vidyapith has been successfully nurturing women for variety of roles in society for the last eight decades. Now there is a need to develop teaching and research talent to create academic expertise suiting to contemporary needs of the society with focus on gender studies, economics and education. The program will be of two years duration (4 semesters) with emphasis on research. The program will nurture research culture and also promote industry internship. The third and fourth semesters would provide elective opportunity in emerging areas.

Programme Objective: The M.Com programme primarily seeks to prepare women for roles in teaching and research in areas of accounting, finance, entrepreneurship, business law etc. Furthermore, there is a need to transform teaching as a profession more than a mere career to bring in the right skills, capability and attitude in the field of academics in the larger interest of sustainable education.

Proposed course structure (16 core courses, 4 specialization courses and internship):

Semester I: 6 Courses

Semester II: 6 Courses

Semester III: 6 Courses, including 2 Elective courses in following areas of specialization:

- Accounting & Finance
- Public Policy and Law
- Banking & Financial Services

Semester 4 – Six months' Dissertation/ Internship and two Reading Electives

The course structure and syllabus would be developed in due course considering globally acceptable good practices and discussion with subject experts.

M.Com. Programme *

Proposed Course Structure

Sem. I				Sem. II			
Courses	L	T	P	Courses	L	T	P
1. Indian Ethos & Culture	4	-	-	8. Application Software for Accounting	4	-	-
2. Entrepreneurship	4	-	-	9. Auditing	4	-	1
3. Advanced Financial Management	4	-	-	10. International Business and Finance	4	-	1
4. Business Economics	4	-	-	11. Organization Communication	4	-	-
5. Advanced Corporate Accounting	4	-	-	12. Advanced Business Laws- I	4	-	-
6. Quantitative Techniques and Operations research	4	-	-	13. Financial Markets and Services	4	-	-
7. Computer Lab	-	-	2	14. Computer Lab	-	-	2
Sem. III				Sem. IV			
15. Advanced Business Laws- II	4	-	4	21. Reading Elective –I	-	-	-
16. Advertising Management	4	-	-	22. Reading Elective – II	-	-	-
17. Insurance Management	4	-	-	23. Internship/Dissertation	-	-	-
18. Corporate Social Responsibility	4	-	-	*In areas of Accounting & Finance, Public Policy & Law, Banking & Financial Services detailed as under: AF: Management Accounting, Investment Management PL: Public Policy, Advanced Business Laws-III BF: BFS-I, BFS-II			
19. Specialization course-I*	4	-	-				
20. Specialization course-II*	4	-	-				

BANASTHALI VIDYAPITH
FMS-WISDOM
Proposed M.A. (Public Policy and Law) Programme

Eligibility: Graduation in any discipline

Admission: Based upon merit in the qualifying examination.

Introduction to Programme: The Vidyapith has been successfully nurturing women for variety of roles in society for the last eight decades. Now there is a need to develop teaching and research talent to create academic expertise suiting to contemporary needs of the society. The program will be of two years duration (4 semesters) with emphasis on research. The program will nurture research culture and also promote industry internship and government interface. The third and fourth semesters would provide elective opportunity in emerging areas.

Programme Objective: The M.A. (Public Policy and Law) programme primarily seeks to prepare women for roles in teaching and research in areas of Public Policy, Governance, Regulatory Framework, Legal Studies, Constitutional Studies, Corporate Law, Corporate Governance, Social Entrepreneurship etc. Furthermore, there is a need to transform teaching as a profession more than a mere career to bring in the right skills, capability and attitude in the field of academics in the larger interest of sustainable education.

Proposed course structure (16 core courses, 4 specialization courses and internship):

Semester I: 6 Courses

Semester II: 6 Courses

Semester III – Six months' Dissertation/ Internship and two Reading Electives

Semester IV: 6 Courses, including 2 Elective courses in following areas of specialization:

- Cyber Security and Information Management (CSIM),
- Property Rights and Environment Law (PREL)
- Digital and Financial Inclusion (DFI)

The course structure and syllabus would be developed in due course considering globally acceptable good practices and discussion with subject experts.

M.A. (Public Policy and Law) Programme *

Proposed Course Structure

Sem. I				Sem. II			
Courses	L	T	P	Courses	L	T	P
24. Indian Ethos & Culture	4	-	-	31. CSR and Social Entrepreneurship	4	-	-
25. Constitutional Law I	4	-	-	32. Fundamentals of Public Policy Implementation	4	-	1
26. Fundamentals of Public Policy	4	-	-	33. International Business and Finance	4	-	1
27. Business Economics	4	-	-	34. Organization Communication	4	-	-
28. Jurisprudence	4	-	-	35. Advanced Business Laws- I	4	-	-
29. Quantitative Techniques and Policy research	4	-	-	36. Constitutional Law II	4	-	-
30. Computer Lab	-	-	2	37. Computer Lab	-	-	2
Sem. III				Sem. IV			

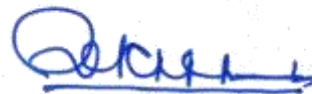
Courses	L	T	P	Courses	L	T	P
38. Reading Elective –I	-	-	-	41. Advanced Business Laws- II	4	-	4
39. Reading Elective – II	-	-	-	42. Alternate Dispute Resolution	4	-	-
40. Internship/Dissertation	-	-	-	43. Indigenous Management Systems	4	-	-
				44. Corporate Governance	4	-	-
				45. Specialization course-I*	4	-	-
				46. Specialization course-II*	4	-	-

R.E. List: Law course RE1, Law course RE2, HRM, Advanced Personal Finance,

*In areas of Cyber Security and Information Management (CSIM), Property Rights and Environment Law (PREL) Digital and Financial Inclusion (DFI) detailed as under:
 CSIM: Information Technology Law, Media and Law
 SS: Intellectual Property Rights, Environmental law
 DFI: Dissertation under CFPTRW, Personal Finance

**The exact courses & syllabus can be finalized after consultation with experts of Public Policy & Law.

Verified



Offg. Secretary
 Banasthali Vidyapith
 P.O. Banasthali Vidyapith
 Distt. Tonk (Raj.)-304022

Faculty of Management Studies
Banasthali Vidyapith, Banasthali

**Minutes of the Board of Studies held on 27.12.2018 at 3:00 P.M in the
Pragya Mandir Conference Hall, Banasthali Vidyapith.**

PRESENT

1. Prof. Harsh Purohit	-	Convener
2. ShriAbhishekPareek	-	Internal Member
3. Dr.Abhinav Nigam	-	Internal Member
4. Ms. AkanshaMer	-	Internal Member
5. Dr.Ameet Kumar Banerjee	-	Internal Member
6. Smt. Anita Shou	-	Internal Member
7. Ms. AnkitaPareek	-	Internal Member
8. Dr.Ankur Joshi	-	Internal Member
9. Dr. Bal Gopal Singh	-	Internal Member
10. Dr.Jitendra Singh Rathore	-	Internal Member
11. Dr.KhyatiKochhar	-	Internal Member
12. Smt. KirtiUdayai	-	Internal Member
13. Dr.MeghaAggarwal	-	Internal Member
14. Dr.MeghadeepaChakraborty	-	Internal Member
15. Smt. Monika Dwivedi	-	Internal Member
16. Dr.NeelniGiriGoswami	-	Internal Member
17. Dr.Neerja Dixit	-	Internal Member
18. Dr.NishthaPareek	-	Internal Member
19. Smt. PawandeepKaurBindra	-	Internal Member
20. Dr.PeeyushBangur	-	Internal Member
21. Ms. PriyankaTyagi	-	Internal Member
22. Dr. Priyanka Vijay	-	Internal Member
23. Dr.Raghubir Singh Chauhan	-	Internal Member
24. Dr.Reeta	-	Internal Member
25. Dr.RichaChauhan	-	Internal Member
26. Dr.RuchiMaheshwariBangur	-	Internal Member
27. Ms. Saman Khan	-	Internal Member
28. Dr.ShabnamSiddiqui	-	Internal Member
29. Ms. UrvashiBhamboo	-	Internal Member
30. Dr.Vandana	-	Internal Member
31. Dr. SaurabhMukherjee	-	Special Invitee
32. Dr.DewakarGoel	-	External Member

NOTE: Shri Shrikant Pareek (External Member), Prof J.K. Jain (External Member), Dr. Meenakshi Rohella (Internal member), Dr. Prabhat Kumar Singh Kushwah (Internal member), Ms. Ravisha Chotani (Internal member) Dr. Shaheema Hameed (Internal member), Shri Soumitra Bhattacharya (Internal member) and Ms. Stuti Ghosh (Internal member) could not attend the meeting.

At the outset, the convener appreciated the presence of the external member Dr. Dewakar Goel and wished that his vast experience would be instrumental in giving new insights in area of business management. The members appreciated establishment of Atal Incubation Centre at Banasthali Vidyapith and its uniqueness. Furthermore the convener requested Shri Abhishek Pareek CEO of Atal Incubation Centre to showcase the working and achievement of the centre. Shri Abhishek Pareek informed the members about the functioning of AIC and the progress it has made since the setup, which was welcomed by the members.

The members appreciated commencement of M.Com programme and the focus to prepare M.Com professionals for teaching and research roles. The External Member appreciated the work done at FMS-WISDOM in consonance with the ideology of Banasthali Vidyapith in all walks of education and also encouraged the members to take further innovative steps for the future growth of the students. The members appreciated the words of wisdom shared by Dr. Goel.

1. The board took up the minutes of its last meeting held on April, 23, 2017 and the Internal BOS April 5, 2018.

The Board resolved that the minutes to be confirmed.

2. The board reviewed the existing panel of examiners and suggested to update the list of the examiners for each examination up to and inclusive of all Master's degree examination keeping in view the by-law 15.03.02 of the Vidyapith. Updated panel has been sent to the examination and secrecy section.
3. The board reviewed the study/curricula, scheme of examination and proposed revisions in various courses of study as follows:

3 I. BBA/ B.Com/ B.A

i.	First Semester Curriculum	Change ^s
ii.	Second Semester Curriculum	Change ^{a,b, s}
iii.	Third Semester Curriculum	Change ^{c,d,s}
iv.	Fourth Semester Curriculum	Change ^{c,e,f,g,k,s.}
v.	Fifth Semester Curriculum	Change ^{b,f,h,i,j,k,m,n,q.}
vi.	Sixth Semester Curriculum	Change ^{i,l,n,o,p,q,r,t.}

The Board reviewed the objectives, Syllabi, outcomes of BBA/ B.A/ B.Com. and the following changes were recommended in the below mentioned programmes **w.e.f. 2019-20**:

- (a) In BBA/BA (Management) II semester, revision in the syllabus of *Business Environment (Course Code: COM 101)* was proposed. Board discussed the revision proposed and agreed upon the suggested syllabus. Board also recommended implementing the proposed revision in syllabus of *Business Environment* by II Semester Examination, **April, 2020**.
- (b) In B.Com II semester it was proposed by the board to replace *Human Behavior (Course Code: MGMT 105)* with *Law of Consumer Protection and MV Act (Course Code: LAW 102)*, in view of the fact that the commerce students need to have better understanding of various commercial acts, particularly the consumer protection act. The board recommended that to develop the understanding of the business environment among the students in the initial graduation years it will be better to shift *Business Environment and Strategy (Course Code: COM 301)* from B.Com V semester to B.Com II semester.
- (c) In BBA/ B.Com III & IV Semester the board resolved and recommended revision in the syllabus of *Principles and Practices of Banking (Course Code: COM 209)* and *Emerging Banking Services (Course Code: COM 205)*. The board pointed that the syllabus needs a revision as per the latest changes in the functioning of the banking industry of India. Board recommended implementing the suggested changes **w.e.f. 2019-20** and changes to be included in examination of III Semester **December 2019** and IV Semester **April 2020**.
- (d) The board recommended to replace *Retail Environment in Management (Course Code: MGMT 208)* of BBA III Semester with *Intellectual Property Law (Course Code: Law 408)*. The Board appreciated the relative merit and observed that the students of BBA need to have knowledge of IP laws to get a better understanding of the prevailing business scenario.

- (e) In BA IV Semester the board resolved and recommended revision in the syllabus of *Principles and Practices of Banking (Course Code: COM 209)* in view of the latest changes in the working of the banking industry of India. Board recommended implementing the suggested changes **w.e.f. 2019-20** and changes to be included in examination of IV Semester **April 2020**.
- (f) The Board recommended to delete BBA IV Semester *Advance Human Resource Management (Course Code: MGMT 201)* and shift the *Project (Course Code: MGMT 311P)* to IV semester from V semester to make provision for introduction of *Term Paper(New Code)* in BBA V semester. The Board recommended to implement the changes **w.e.f. 2019-20**
- (g) In B.Com IV Semester revision in the syllabus of *Company Law and Secretarial Practice (Course Code: LAW 201)* was recommended. Board discussed the revision proposed and agreed upon the suggested syllabus keeping in view the amendments done in the law. The board also recommend to implement the changes **w.e.f. 2019-20**
- (h) The board recommended introducing *Term Paper in BBA V semester* to inculcate the spirit of research among the students right from the undergraduate level and also to build their analytical capabilities, and recommended that the changes to be included in examination of V Semester **December 2019**
- (i) It was recommended and resolved to introduce Discipline Electives in BBA V semester and VI semester, for which the following subjects were shifted or introduced as Discipline Electives, the list of Discipline Electives is as follows:
- i. *BBA III Year*
1. *Personal Finance (Course Code: COM 312)* (Shifted from Disciplinary Core Course in BBA V Semester to Discipline Elective in BBA V Semester)
 2. *LAW 105 Law of Torts (Course Code: LAW 105)*(Newly introduced)
 3. *Banking Law(New Code)* (Newly introduced)
 4. *Organizational Studies(Course Code: MGMT 309)*(Shifted from Disciplinary Core Course in BBA VI Semester to Discipline Elective in BBA VI Semester)
 5. *Operations Management (Course Code: MGMT 308)*(Shifted from Disciplinary Core Course in BBA VI Semester to Discipline Elective in BBA VI Semester)

6. *Human Rights Law and Practices*(Course Code: LAW 407)(Newly introduced)
7. *Marketing in Special Domain (New Code)*(Newly introduced)
8. *Basics of Audit (New Code)*(Newly introduced)

The student will select any one as the Discipline Elective from the given options in each semester respectively.

- (j) The Board resolved and recommended to delete some courses from the BBA V semester to make scope for the introduction of Term Paper in V Semester. The courses to be deleted are *E-Business Lab (Course Code: MGMT 305L)* and *Risk Management and Insurance (Course Code: MGMT 312)*.
- (k) The board resolved and recommended to shift credit of *Project (Course Code: MGMT 311P)* from BBA V Semester to BBA IV Semester to balance the credits of the semesters.
- (l) The board resolved and recommended to delete *Creativity and Soft Skills (Course Code: TSKL 301)* and *Creativity and Soft Skills Lab (Course Code: TSKL 301L)* of BBA VI Semester. The board observed that the content of the course is partially covered in courses like Business Communication and Human Resource Management.
- (m) The Board resolved and recommended to replace *Risk Management and Insurance (Course Code: MGMT 312)* of B.Com V semester with *Information Technology Law (Course Code: LAW 504)*, the Board observed that looking at the changing scenario and witnessing the increase in cyber crimes the students must be made aware with *Information Technology Laws*.
- (n) The board reviewed the Electives offered in B.Com V and VI Semester and recommended that certain course options need to be deleted from the options given and instead of grouping it in Elective 1 and Elective 2 an extensive list of electives need to be given to the students. The board also recommended adding some courses of Law to the electives to provide students with more options. The list of the Discipline Electives offered is enlisted as below:
 - i. B.Com III Year
 1. *Human Resource Management (Course Code: COM 308)*
 2. *Personal Finance (Course Code: COM 312)*
 3. *Banking Law (New Code)*(Newly introduced)
 4. *Law of Torts (Course Code: LAW 105)*(Newly introduced)
 5. *Foundation of Marketing Management (Course Code: MGMT 103)*
 6. *Business Forecasting (Course Code: COM 302)*

7. *Human Rights Law and Practices (Course Code: LAW 407)*(Newly introduced)
8. *Intellectual Property Law(Course Code: LAW 408)*(Newly introduced)

The student will be required to select any one Discipline Elective from the given options in each semester respectively.

(o) The Board recommended to delete the following courses from the Core and Electives of B.Com VI Semester:

1. *Corporate Governance(Course Code: COM 305)*
2. *Organizational Studies (Course Code: MGMT 309)*
3. *International Marketing(Course Code: COM 310)*
4. *Creativity and Soft Skills(Course Code: TSKL 301)*

(p) The Board recommended to change the nomenclature of *Dissertation (Course Code: COM 306D)* to *Term Paper (Course Code: COM 306P)* and also to change the Code of Project (Course Code: MGMT 311P) to (Course Code: COM 313P)

(q) It was recommended and resolved to introduce Discipline Electives in BA (Management) V semester and VI semester, for which the following subjects were shifted or introduced as Discipline Electives, the list of Discipline Electives is as follows:

i. *BA III Year*

1. *Personal Finance (Course Code: COM 312)*(Shifted from Disciplinary Core Course in BA V Semester to Discipline Elective in BA V Semester)
2. *Retail Environment in Management (Course Code: MGMT 208)*(Newly introduced)
3. *Emerging Banking Services (New Code)* (Newly introduced)
4. *Intellectual Property Law(Course Code: LAW 480)*(Newly introduced)

(r) The board recommended to delete the course *Operations Management (Course Code: MGMT 308)* from BA (Management) VI Semester.

(s) The Board observed that due to all the practical reasons various Computer and Statistics Lab's of BBA and B.Com. Students are practically conducted twice a week, thus the board recommended to change the practical hours from 6 to 4 and credits from 3 to 2. The lab's covered under the recommendation are as follows"

- i. *Computer for Management Lab (BBA I Semester) (Course Code: CS 105L)*
- ii. *Statistics for Management Lab (BBA II Semester) (Course Code: STAT 108L)*
- iii. *Business Communication Lab (BBA III Semester) (Course Code: TSKL 201L)*

- iv. *Application Software for Management (BBA IV Semester) (Course Code: CS 203L)*
- v. *Computer for Management Lab (B.Com I Semester) (Course Code: CS 105L)*
- vi. *Business Statistics Lab (B.Com. III Semester)(Course Code: STAT 201L)*
- vii. *Application Software for Business Lab (B.Com IV Semester) (Course Code: 202L)*

- (t) The board recommended to change the nomenclature of the course of *BhartiyaPrabandhan (Course Code: MGMT 203)* of BBA VI Semesterto *Foundation of BhartiyaPrabandhan (New Code)* and to enrich the learning of the students and strengthen the Indian cultural ideology amongst the students a practical course on the concept of *Foundation of BhartiyaPrabandhan* is required, thus a 2 credit practical aspect is also added to the course.
- (u) The board recommended the introduction of Open elective in all the semester of BBA and B.Com. III semester onwards. A student can opt for upto2 additional Open (Generic) audit/credit Elective from III semester onward from any of the courses offered by the Vidyapith subject to approval of Head of both departments and time table permitting.

The board unanimously resolved and recommended that all the changes proposed in the syllabi of BBA/B.Com/BA must be implemented for all the semesters with immediate effect and henceforth it was resolved to ***implement the changes w.e.f. 2019-20 in all the semester examinations.***

Programme Educational Objective, Outcome and Programme Schemes of BBA/B.Com and BA (Management) are enclosed and marked as **Annexure I**.

The revised Syllabus, Learning Outcome, list of Suggested Reading and Suggested E Learning Material is enclosed and Marked as **Annexure II for B.B.A., Annexure III for B.Com.and Annexure IV for B.A. (Management).**

3 II MBA/ M.Com

i.	First Semester Curriculum	Change ^{a,b,c}
ii.	Second Semester Curriculum	Change ^{c,d,e,f,j}
iii.	Third Semester Curriculum	Change ^{g,k}
iv.	Fourth Semester Curriculum	Change ^{h,i,j,k}

The Board resolved to recommend that to enrich the learning of the students the certain changes are required in the syllabus and courses offered in MBA; while the board resolved to propose new syllabus for the upcoming II year of M.Com. The Board resolved to implement all the below mentioned changes w.e.f. 2019-20 academic year in all the semesters.

- (a) Board evaluated the scope of introducing the new subject of *Quantitative Research Techniques* for MBA I Semester. It was discussed and found that to enrich the students learning of statistics and also to enrich their analytical capabilities a new course on *Quantitative Research Techniques* must be introduced in MBA I Semester. The board proposed to implement the changes by **I Semester Examination, December, 2019**
- (b) Board Reviewed the Syllabi of *Marketing Management (Course Code: MGMT 423)* and found that the course requires major modification in the content owing to the changing marketing scenario. The Board recommended to make the modifications in the syllabus of *Marketing Management of MBA I Semester* and implement from **December 2019, Examination.**
- (c) The board made an observation that as *Quantitative Research Techniques* is introduced in MBA I Semester the Syllabi of *Business Environment and Research (Course Code: MGMT 406)* of MBA II Semester required revision and thus the board agreed on the changed syllabus and nomenclature of the subject from *Business Environment and Research* to ***Business Environment and Operations***. The board proposed to implement the changes by II Semester Examination, **April, 2020.**
- (d) The board resolved that the courses offered under the Specialization Elective head of Finance and Banking require major modification. Not only in the Syllabi but also in the courses offered. Thus considering the requirement the board proposed to delete the course of *Banking and Financial Services I & II (Course Code: MGMT 404 & 405)* and by merging some of the topics of the deleted courses and by introducing some new topics a new subject of *Banking and Financial Services* is proposed for specialization in MBA II Semester under the head of Finance and Banking. The board recommended implementing the change in MBA II Semester examination of **April, 2020.**
- (e) The board pointed that as two subjects are deleted from the above mentioned group of specializations it creates a scope for introduction of a new course in the specialization elective, and therefore the board recommended addition of a course on *Taxation* to the specialization of Finance and Banking in MBA II semester. The board recommended implementing the change in MBA II Semester examination from **April, 2020.**
- (f) The board made an observation that the syllabus of the course of *Advertising and Brand Management (Course Code: MGMT 402)* of MBA II Semester offered under the specialization of Marketing Management requires modification. The new syllabus was proposed and discussed by the board and it was recommended to introduce the changes in the course of *Advertising and Brand Management* of MBA II Semester, it was resolved

that the changes should be introduced in the MBA II Semester examination of **April, 2020**.

(g) The members recommended that the **Reading Electives** offered in MBA III semester requires changes to which the board unanimously agreed, and the following changes were proposed:

- i. Added: *Advances in Mutual Fund*
- ii. Added: *Supply Chain Management*
- iii. Added: *Strategic Planning in IT*
- iv. Deleted: *Retail Banking I (Course Code: MGMT 516R)*
- v. Deleted: *Retail Banking II (Course Code: MGMT 517R)*

The board concluded that as the students are already learning retail banking in Banking and Financial Services in MBA II Semester, offering the same as reading elective again is not required and thus the reading elective options of Retail Banking I & II were deleted. The board proposed the following list of Reading Elective Options for MBA III Semester.

- a. *Reading Electives MBA III Semester*
 - i. *Corporate Banking I (Course Code: MGMT 503R)*
 - ii. *Digital Marketing (Course Code: MGMT 506R)*
 - iii. *Advances in Mutual Funds (New Code Required)*
 - iv. *Advanced Readings in HRM (Course Code: MGMT 502R)*
 - v. *Supply Chain Management (New Code Required)*
 - vi. *Corporate Banking II (Course Code: MGMT 504R)*
 - vii. *Entrepreneurship (Course Code: MGMT 508R)*
 - viii. *Strategic Planning in IT (New Code Required)*

The board resolved to recommend that the students need to undertake only one Reading Elective during the time of Major Project thus deleting the option of second reading Elective in MBA III semester.

(h) The Board resolved and recommended that to enrich the learning of students and to imbibe decisionmaking skills in the students new Open Electives will be introduced in MBA IV semester, the student will chose one of the Open electives from any of the programmes offered by the Vidyapith at the masters level. The board proposed to introduce the change in MBA IV Semester curriculum.

(i) Board Reviewed the Syllabus of *Strategic Financial Management (Course Code: MGMT 519)* of MBA IV Semester under the specialization elective head of Finance and Banking. It was observed that the syllabus requires major modification for which a new syllabus was presented and discussed before the board, to which it was recommended to introduce the changed syllabus for MBA IV semester examination of **April, 2020**.

- (j) The Board recommended to change the connotation from Elective to Major/ Minor Specialization Elective for the specialization electives of II and IV Semester
- (k) The Board reviewed the syllabus offered in M.Com I and II semester and found the same required no change for now. While the new syllabi for all the subjects of M.Com III & IV Semester were presented and discussed with the board, to which the board resolved and recommended that the new syllabus of M.Com III and IV Semester should be implemented for the **Academic year 2019-20**.

The board resolved and recommended that all the changes proposed in the syllabi of MBA/M.Com should be implemented for all the semesters with immediate effect and henceforth it was resolved to **implement the changes w.e.f. 2019-20 in all the semester examinations**.

Programme Educational Objective, Outcome and Programme Schemes of MBA/M.Com are enclosed and marked as **Annexure I**.

The revised and proposed new Syllabus, Learning Outcome, list of Suggested Reading and Suggested E Learning Material is enclosed and Marked as **Annexure V for MBA & Annexure VI for M.Com**.

4. Board reviewed the curriculum for the courses running in the other programmes of the Vidyapith. Following suggestions were given

Bachelor of Business Administration and Bachelor of Laws		
MGMT 107	Management Principles for Law	Change ^b
ECO 105	Micro Economics	No Change
ECO 103	Macro Economics	No Change
MGMT 108	Organizational Behaviour and Behavioural Psychology	No Change
ECO 205	Theories of Development and Indian Economics	No Change
MGMT 204	Business Strategy	No Change
COM 104	Financial Accounting	No Change
MGMT 207	Principles of Marketing Management	No Change
MGMT 301	Advertisement and Media Management	No Change
MGMT 307	Management Accounting	Change ^b
MGMT 302	Audit Practices	Change ^a
MGMT 303	Business Ethics	No Change
Bachelor of Commerce and Bachelor of Laws		
COM 104	Financial Accounting	No Change

COM 106	Principles and Practices of Banking for Law	No Change
COM 102	Cost Accounting for Law	Change ^a
COM 105	Management of Financial Institution and Services	No Change
COM 202	Corporate Accounting and Auditing	No Change
COM 206	Fundamentals of Insurance	Change ^b
COM 208	Legal Environment for Business	Change ^b
ECO 105	Micro Economics	No Change
COM 309	International Business and Trade	No Change
ECO 103	Macro Economics	No Change
ECO 205	Theories of Development and Indian Economics	No Change
MGMT 306	International Finance	No Change
Bachelor of Technology (BT, CE, CS, IT, EE, EC, EI, MCTR)		
MGMT 209	Entrepreneurship	Change ^d
MGMT 310	Principles of Management	No Change
Bachelors of Computer Application		
MGMT 101	Accounting and Financial Principles	No Change
MGMT 106	Management Principles	No Change

- (a) The Board reviewed the Syllabus of *Cost Accounting for Law* (Course Code: COM 102) of B.Com LLB II Semester and *Audit Practice* (Course Code: MGMT 302) of BBA LLB VI Semester and suggested minor changes in the syllabus to be implemented from **April 2020**.
- (b) The Board Recommended that to enrich the overall learning of the students certain courses will be Shifted/ Deleted/ Added to the Curriculum of BBA LLB. and B.Com LLB. The changes so recommended and approved by the board is enlisted below:
- i. Shifted: B.Com LLB IV Semester: *Legal Environment for Business*(Course Code: COM 208) to B.Com LLB III Semester
 - ii. Deleted: BBA LLB I semester: *Management Principles for Law* (Course Code: MGMT 107)
 - iii. Deleted: B.Com LLB III Semester: *Fundamentals of Insurance* (Course Code: COM 206)
 - iv. Added: BBA LLB I Semester: *BhartiyaPrabandhan* (Course Code: MGMT 203)

- v. Added: B.Com LLB IV Semester: *Personal Finance (Course Code: COM 312)*
 - vi. Added: BBA LLB V Semester: *Personal Finance (Course Code: COM 312)*
 - vii. Deleted: BBA LLB V Semester: *Management Accounting (Course Code: MGMT 307)*
- (c) The board resolved to recommend that to enrich the learning of the students of Bachelors of Arts and Bachelors of Law the following course may be offered as Reading Electives in X Semester:
- i. BA LLB X Semester: (New Code) *Indian Ethos and Culture*
 - ii. BA LLB X Semester: (New Code) *Managing Personal Finance*
- (d) The Board reviewed the Syllabus of *Entrepreneurship (Course Code: MGMT 209)* of B.Tech(BT, CE, CS, IT, EE, EC, EI, MCTR) and recommended that major changes are required in the syllabus, the modified syllabus was presented before the board and was discussed. The board recommended implementing the changes **w.e.f 2019-20**.

The board unanimously resolved and recommended that all the changes proposed in the syllabi must be implemented with immediate effect and henceforth it was resolved to implement the changes **w.e.f. 2019-20** in all the semester examinations.

The changes made in the syllabi, learning outcome, Suggested Readings and Suggested E Learning Materials of BBA LLB./ B.Com LLB & BA LLB. are enclosed and marked as **Annexure VII**. While the changes made in the syllabi, learning outcome, Suggested Readings and Suggested E Learning Materials in all the other courses are enclosed and marked as **Annexure VIII**.

5. Board reviewed the reports received from the examiners of different examination for the year of 2017 and 2018. Most of the examiners during 2017-18 recommended the inclusion of indirect questions in classroom discussion and improvement in presentation of answers. It was found that mostly the papers contained such question which is appreciated by examiners along with how well the answers were presented by the students. But some examiners raised concern over the question papers of 2016-17 and 2017-18. The examiners mainly commented that many a times the students' answers were diffused or were not to the point. Resolved to recommend that on the whole the report of the examiners is satisfactory but faculty members should look for further improvement. Furthermore suitable MOOCS could be identified from the Swayam portal.

The detailed report is enclosed and marked as **Annexure IX**.

6. The board evaluated the semester examination papers and derived that the question papers of 2017-18 were a combination of implied and direct questions which gave students a good option. In some subjects the committee pointed out that the question papers were too direct. A

detailed analysis of past papers has been done. It is pointed out that inclusion of Case Studies is comparatively less in papers, and the same must be increased. While the committee shared concern on some papers of 2016-17 to 2017-18 academic years on the whole the committee appreciated the papers and their content.

The Board resolved to recommend that the report is satisfactory but the faculty members should review the model papers and suggest inclusion of case study based question in all courses under MBA. In UG programmes in courses like HRM, Marketing Management, Personal Finance, Income Tax, BhartiyaPrabandhan, Emerging Banking Services etc. case study should be the part of model paper. Furthermore in all courses a question related to relevant current affairs should be included in the model paper, with exception to courses like Financial management, Accounts, Cost Accounts, Goods and Service Tax etc.,

The details are enclosed and marked as **Annexure X**.

7. Board analysed that constant concern over alternate source of learning has been rising since past few years as the students are getting more tech savvy and prefer online material including E-Books. To address this issue a committee was formed and it suggested introduction of online modules to various subjects which can help students in learning the courses at one's own pace. Also while suggesting the online E-Learning material it was considered that it is an addition to the knowledge base created through syllabus and class room practice.

The board resolved to recommend that to begin with online course like Digital Marketing, Supply Chain Management, NISM V-C can be introduced while E-learning material has been suggested for various courses. A list of such courses is as follows with the URLs'.

List of Alternate online courses

S. No	Course Name	Proposed Alternative On-line Course	URL link
BBA I Semester			
1.	Human Behaviour	Human Behaviour/ OrganisationBehaviour/ OrganisationalBehaviour	1. https://www.udemy.com/organisational-behaviour/ 2. https://www.edx.org/course/organizational-behaviour-ubcx-busobhr1x 3. https://www.coursera.org/learn/organizational-behaviour-know-your-people
BBA II Semester			
2.	Statistics for Manager	Introduction to Statistics/ Fundamentals of Statistics/ Basic Statistics	1. https://www.udemy.com/intro-to-statistics-v/ 2. https://www.edx.org/course/fundamentals-of-statistics 3. https://www.coursera.org/learn/basic-statistics
BBA III Semester			
3.	Human Resource Management	Human Resource Management/ People Management/ Preparing to manage human resource	1. https://www.udemy.com/human-resource-management-management-series/ 2. https://www.edx.org/course/people-management-2 3. https://www.coursera.org/learn/managing-human-resources
BBA IV Semester			

4.	Basics of Financial Management	Introduction to Financial Management/ Financial Management in Organization/ Financial Management	<ol style="list-style-type: none"> 1. https://www.udemy.com/introduction-to-financial-management/ 2. https://www.edx.org/course/financial-management-in-organizations-1 3. https://www.coursera.org/specializations/financial-management
BBA V Semester			
5.	E-Business	e-commerce and selling online/ Online Marketing Strategies/ Digital Business Model	<ol style="list-style-type: none"> 1. https://alison.com/courses/e-commerce-and-selling-online/content 2. https://www.edx.org/course/online-marketing-strategies 3. https://www.coursera.org/learn/digital-business-models
BBA VI Semester			
6.	Business Policy	Global Business Strategy/ Strategic Management/ Strategic Management	<ol style="list-style-type: none"> 1. https://www.edx.org/course/usmx-global-business-strategy 2. https://www.edx.org/course/strategic-management 3. https://www.coursera.org/learn/strategic-management

S. No	Course Name	Proposed Alternative On-line Course	URL link
B.Com I Semester			
7.	Foundation of Management	Foundation of Management/ Management Fundamentals/ Foundations of Management	<ol style="list-style-type: none"> 1. https://www.notredameonline.com/programs/course/foundations-of-management 2. https://www.coursera.org/learn/management-fundamentals-healthcare-administrators 3. https://www.coursera.org/specializations/foundations-management
B.Com II Semester			
8.	Business Communication	Communication Skills: Personality and Behavior in Business/ Business Communication/ Business English Communication Skills Specialization	<ol style="list-style-type: none"> 1. https://www.udemy.com/behaviour-in-business/ 2. https://www.edx.org/course/business-communications-ubcx-bus2x 3. https://www.coursera.org/specializations/business-english
B.Com III Semester			
9.	Basics of Financial Management	Introduction to Financial Management/ Financial Management in Organization/ Financial Management	<ol style="list-style-type: none"> 1. https://www.udemy.com/introduction-to-financial-management/ 2. https://www.edx.org/course/financial-management-in-organizations-1 3. https://www.coursera.org/specializations/financial-management
B.Com IV Semester			
10.	Macro Economics for Managers	Basic Economics (Macro Economics)/ Fundamentals of Macro Economics/ The Power of Macro Economics	<ol style="list-style-type: none"> 1. https://www.udemy.com/egg-timer-economics-3/ 2. https://www.edx.org/course/fundamentals-of-macroeconomics-0 3. https://www.coursera.org/learn/principles-of-macroeconomics
B.Com V Semester			
11.	Investment Management	Investment Analysis and Portfolio management/	<ol style="list-style-type: none"> 1. https://www.udemy.com/investment-analysis-portfolio-management/

		Financial Market Analysis/ Investment Management Specialization	2. https://www.edx.org/course/financial-market-analysis 3. https://www.coursera.org/specializations/investment-management
B.Com VI Semester			
12.	E-Business	e-commerce and selling online/ Online Marketing Strategies/ Digital Business Model	1. https://alison.com/courses/e-commerce-and-selling-online/content 2. https://www.edx.org/course/online-marketing-strategies 3. https://www.coursera.org/learn/digital-business-models

S. No	Course Name	Proposed Alternative On-line Course	URL link
MBA I Semester			
1	Marketing Management	Introduction of Marketing / Marketing Management / Marketing Management	1. https://www.coursera.org/learn/wharton-marketing 2. https://www.edx.org/course/marketing-management-1 3. https://www.edx.org/course/marketing-management-2
MBA II Semester			
2	Business Environment and Operations	Managing Business Operations & Introduction to Environment/ International Business Environment & Introduction to Operations Management	1. (https://www.udemy.com/managing-business-operations/ https://www.udemy.com/environment-health-safety-management/) 2. (https://www.coursera.org/learn/global-business-environment https://www.coursera.org/learn/wharton-operations)
MBA IV Semester			
4	Corporate Governance and Strategy	Strategic Management/ Business Strategy: 8 Best Strategies for Business Growth/ Global Business Strategy	1. https://www.edx.org/course/strategic-management 2. https://www.udemy.com/business-strategy-8-best-strategies-for-business-growth/ 3. https://www.edx.org/course/usmx-global-business-strategy
MBA III Semester (Reading Electives)			
5	Digital Marketing	The Complete Digital Marketing Course - 12 Courses in 1/ Digital Transformation: Market and Industry Analysis	1. https://www.udemy.com/learn-digital-marketing-course/ OR 2. https://www.edx.org/course/digital-transformation-market-and-industry-analysis
6	Supply Chain Management	Operations and Supply Chain Management/ (Supply Chain Management Strategy & Operations Management)	1. https://www.udemy.com/operations-and-supply-chain-management/ OR 2. https://www.coursera.org/learn/supply-chain-management-strategy 3. https://www.edx.org/course/operations-management-0
7	Entrepreneurship	Entrepreneurship	1. https://www.coursera.org/specializations/wharton-entrepreneurship

		Specialization	arton-entrepreneurship
8	Advances in Mutual Funds	NISM-Series-V-C: Mutual Fund Distributors (Level 2) Certification Examination	1. https://www.nism.ac.in/certification/index.php/nism-certifications/mutual-fund/mutual-fund-distributors-level-2
S. No	Course Name	Proposed Alternative On-line Course	URL link
M.Com I Semester			
1	Organizational Communication	Communication Skills: Personality and Behaviour in Business?/ Business Communication/ Business English Communication Skills Specialization	1. https://www.udemy.com/behaviour-in-business/ 2. https://www.edx.org/course/business-communications-ubcx-bus2x 3. https://www.coursera.org/specializations/business-english
M.Com II Semester			
2	Financial Institutions and Markets	Financial Institution and markets/ Financial Institution and markets/ Capital Markets and Financial Institutions	2. https://www.classcentral.com/course/edx-financial-institutions-and-markets-6260 3. https://onlinecourses.nptel.ac.in/noc19_mg05/preview 4. https://www.coursera.org/learn/capital-markets-and-financial-institutions
M.Com III Semester			
3	Advertising Management	Content, Advertising, & Social IMC/ Selling Ideas/ Integrated Marketing Communication	1. https://www.coursera.org/learn/social-imc 2. https://www.edx.org/course/selling-ideas-how-to-influence-others-5 3. https://www.coursera.org/learn/integrated-marketing-communications
M.Com IV Semester (Reading Electives)			
4	Digital Marketing	The Complete Digital Marketing Course - 12 Courses in 1/ Digital Transformation: Market and Industry Analysis	1. https://www.udemy.com/learn-digital-marketing-course/ OR 2. https://www.edx.org/course/digital-transformation-market-and-industry-analysis
5	Supply Chain Management	Operations and Supply Chain Management/ (Supply Chain Management Strategy & Operations Management)	1. https://www.udemy.com/operations-and-supply-chain-management/ OR 2. https://www.coursera.org/learn/supply-chain-management-strategy 3. https://www.edx.org/course/operations-management-0
6	IFRS	(IFRS Financial Reporting & IFRS and ASPE 101)/ Financial Reporting Capstone	1. https://www.udemy.com/ifrs-financial-reporting/ 2. https://www.udemy.com/topic/ifrs/ OR 3. https://www.coursera.org/learn/financial-reporting-capstone
7	Advances in Mutual Funds	NISM-Series-V-C: Mutual Fund Distributors (Level 2) Certification Examination	1. https://www.nism.ac.in/certification/index.php/nism-certifications/mutual-fund/mutual-fund-distributors-level-2

The Complete details of the courses are enclosed and marked as **Annexure XI**.

- 8.** In light of the tech strides and fast changing business scenario of Management education the board resolved to recommend that the Vidyapith may introduce specialization in Business Analytics and Data Science in MBA. Collaboration should be explored with an industry partner like SAS or software available as Open Learning Resources may be explored.

Annexure- V B

Masters of Business Administration

MBA I Semester

Sr. No.	Course List	Learning Outcome	Existing Syllabus	Suggested Syllabus	Remarks
1	CS 407L Computer Lab I	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Effectively use computer skills in developing business plans. • Be job-ready with hands-on computer skills. 	<p>Objective: The objective of the course is to provide strong foundation of Word, Excel, Power Point and their relevance; and to acquaint students with role of IT in marketing management and making financial statements.</p> <p>Course Contents: 1. MS Office (Word, Excel, Power Point) Lab</p> <p>WORD</p> <ol style="list-style-type: none"> 1. Writing formal letters 2. Formatting (Index, Tab, bullet, numbering, etc.) 3. Mail merge 4. Column text (table, picture, etc.) <p>EXCEL</p> <ol style="list-style-type: none"> 5. Entering data (numeric, text, date, time, comments) 6. Editing (update values, copying, moving, drag & drop, delete / insert rows & columns) 7. Formatting (text style, text orientation, increase / decrease width of columns and rows) 8. Formulas/ Functions (financial, logical, date, time, month, statistical, lookup, etc) 9. Styles 10. Charts (bar, pie, line, etc.) <p>POWERPOINT</p> <ol style="list-style-type: none"> 11. Creating a blank presentation 	<p>Objective: The objective of the course is to provide strong foundation of Word, Excel, Power Point and their relevance; and to acquaint students with role of IT in marketing management and making financial statements.</p> <p>Course Contents: 1. MS Office (Word, Excel, Power Point) Lab</p> <p>WORD</p> <ol style="list-style-type: none"> 1. Writing formal letters 2. Formatting (Index, Tab, bullet, numbering, etc.) 3. Mail merge 4. Column text (table, picture, etc.) <p>EXCEL</p> <ol style="list-style-type: none"> 5. Entering data (numeric, text, date, time, comments) 6. Editing (update values, copying, moving, drag & drop, delete / insert rows & columns) 7. Formatting (text style, text orientation, increase / decrease width of columns and rows) 8. Formulas/ Functions (financial, logical, date, time, month, statistical, lookup, etc) 9. Styles 10. Charts (bar, pie, line, etc.) <p>POWERPOINT</p> <ol style="list-style-type: none"> 11. Creating a blank presentation 12. Using design templates and making slide show <p>2. Marketing Management: Visiting</p>	

			<p>12. Using design templates and making slide show</p> <ol style="list-style-type: none"> 2. Marketing Management: Visiting relevant websites and content analysis on Ps and strategy 3. Preparing financial statements using MS-Excel 4. Introduction to features of Tally 5. A Project in MS-Excel 	<p>relevant websites and content analysis on Ps and strategy</p> <ol style="list-style-type: none"> 3. Preparing financial statements using MS-Excel 4. Introduction to features of Tally 5. A Project in MS-Excel <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Greenberg, A. D. (2000). <i>Fundamental Photoshop 5.5</i> (1 ed.). New Delhi: Mc Graw Hill. 2. Nadhani, A. N. (2007). <i>Implementing Tally ERP 9</i> (1 ed.). New Delhi: BPB Publications. 3. Saxena, S. (2000). <i>MS Office 2000 for Everyone</i> (1 ed.). New Delhi: Vikas Publication. <p>Suggested E-Learning Material</p> <ol style="list-style-type: none"> 1. Studios, S. (2018, March 24). <i>Adobe Photoshop For Absolute Beginners</i>. Retrieved March 2019, from Youtube: https://www.youtube.com/watch?v=KfXSt4XLedc 2. World, G. L. (2017, December 30). <i>Tally ERP 9 Basic Course for Beginners - Free Tally</i>. Retrieved March 2019, from Youtube: https://www.youtube.com/watch?v=1d2y7J0gESM 	
2	MGMT 411 Financial and Cost Accounting	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand terminology, fundamental principles, classifications, generalizations and methods of 	<p>Objectives:To acquaint the students with the basic concepts in financial, cost and management accounting for decision making purposes. It seeks to acquaint students with fundamentals of financial statements, cost sheets, CVP, and variance.</p> <p>Course Contents:</p> <p>Unit I Introduction to Accounting:</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p style="text-align: center;">Section A</p> <p>Introduction to Accounting: Evolution, Significance & Accounting Cycle, Basic</p>	

		<p>accounting.</p> <ul style="list-style-type: none"> • Solve cost related problems and make decisions based on the effective cost system. • Apply management decision on business situations with the help of real life examples and cases studies. 	<p>Evolution, Significance & Accounting Cycle, Basic Terms in Accounting, accounting principles, concepts & conventions, GAAP, Overview of International Accounting Standards, Accounting Equation, Overview: International Financial Reporting Standards.</p> <p>Unit II Recording of Transactions - Journal: Types Of Accounts, Rules Of Debit And Credit, Ledger, Cash book and Trial Balance. Depreciation: Overview Of SLM & WDV; Preparation of financial statement - Trading and P & L Account and Balance Sheet- concepts, format of P&L A/C and Balance Sheet (vertical & horizontal), numerical.</p> <p>Unit III Introduction to cost accounting: understanding and classifying cost, elements of cost, component of total cost, classification of costs and format & preparation of cost Sheet, numerical.</p> <p>Unit IV Standard costing and Variance analysis: Meaning of standard cost & variance, cost variance, direct material variance, direct labour variance, sales variance and control of variance, numerical, overview of zero based budgeting</p> <p>Unit V Marginal Costing and CVP analysis -Meaning and difference between absorption</p>	<p>Terms in Accounting, accounting principles, concepts & conventions, GAAP, Overview of International Accounting Standards, Accounting Equation, Overview: International Financial Reporting Standards. Recording of Transactions - Journal: Types of Accounts, Rules of Debit and Credit, Ledger, Cash book and Trial Balance. Depreciation: Overview Of SLM & WDV; Preparation of financial statement - Trading and P & L Account and Balance Sheet- concepts, format of P&L A/C and Balance Sheet (vertical & horizontal), numerical.</p> <p style="text-align: center;">Section B</p> <p>Introduction to cost accounting: understanding and classifying cost, elements of cost, component of total cost, classification of costs and format & preparation of cost Sheet, numerical.</p> <p>Standard costing and Variance analysis: Meaning of standard cost & variance, cost variance, direct material variance, direct labour variance, sales variance and control of variance, numerical, overview of zero based budgeting</p> <p style="text-align: center;">Section C</p> <p>Marginal Costing and CVP analysis -Meaning and difference between absorption costing and marginal costing, marginal cost, utility of marginal costing and its limitations, segregation of semi variable cost, B.E.P. profit, volume, numerical. An overview of following: Nature of managerial decision making -decisions regarding make or buy, accept a special order, drop a product line, replacement of assets.</p> <p>Suggested Readings</p> <p>1. Maheshwari, S. N., Maheshwari, S.</p>	
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3	MGMT 418 Indian Ethos and Human Quality Development	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Appreciate role of Indian culture ideas in developing effective 	<p>Objective: Primary purpose is Self-Realization. Further to enable students to understand the main characteristics of Indian Society and Culture. To assimilate Indian ethos and values relevant for management entrepreneurship and development. To empower women</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of</p>	

		<p>management skills</p> <ul style="list-style-type: none"> • Overcome cognitive dominance and take a step towards new ideas of management • Develop a sense of respect for wisdom from grassroots and its innovative ideas • Develop managerial skills which are contextually and culturally relevant 	<p>students to managerial approaches in conformity with Indian ethos/realities.</p> <p>Unit I Concept of Indian ethos & Bhartiyata, Indianism as a Foundation of Indian Management in different tradition. India as a matrix Society, Indian folk lores, proverbs and local idioms as a source of management, Introduction to stories from Panchtantra.</p> <p>Unit II Vivekananda's ideas on Vedant, Concept of Purusharth, Managerial Purusharth, Karma yog, Theory K of Indian Management. Basket of needs, Harm minimization & harmonization, Overcoming cognitive dominance, Indian models of holistic person and enlightened leadership – OSHA, Corporate Rishi, VEDA Model.</p> <p>Unit III Business ethos & the concept of ShubhLabh, Spiritually guided materialism. Total Quality of Management (TQOM), Indian ethics & the spirit of development. Emancipatory approach to human & social development.</p> <p>Unit IV Character competence, Values & ethics, Value categorization PanchmukhiVikas, Indian tools of creativity: techniques for mind liberation, Arrival of best : a foundation principle for human values, Per capita happiness</p> <p>Unit V Women's issues in the Indian</p>	<p>six questions, taking at least one question from each section.</p> <p>Course Content:</p> <p>Section A Concept of Indian ethos & Bhartiyata, Indianism as a Foundation of Indian Management in different tradition. India as a matrix Society, Indian folklores, proverbs and local idioms as a source of management, Introduction to stories from Panchtantra. Vivekananda's ideas on Vedant, Concept of Purusharth, Managerial Purusharth, Karma yog, Theory K of Indian Management. Basket of needs, Harm minimization & harmonization, Overcoming cognitive dominance, Indian models of holistic person and enlightened leadership – OSHA, Corporate Rishi, VEDA Model.</p> <p>Section B Business ethos & the concept of Shubh-Labh, Spiritually guided materialism. Total Quality of Management (TQM), Indian ethics & the spirit of development. Emancipatory approach to human & social development. Character competence, Values & ethics, Value categorization PanchmukhiVikas, Indian tools of creativity: techniques for mind liberation, Arrival of best: a foundation principle for human values, per capita happiness.</p> <p>Section C Women's issues in the Indian social context in general and organizational context in particular – gender issues, discrimination, glass ceiling, sexual harassment, Role Stress, Role balancing, Concept of Yin Trinity, Feminine strengths enabling excellence and growth, Rights of women, Study of successful women from Bhartiya Scriptures</p>	
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			<p>social context in general and organizational context in particular – gender issues, discrimination, glass ceiling, sexual harassment, Role Stress, Role balancing, Concept of Yin Trinity, Feminine strengths enabling excellence and growth, Rights of women, Study of successful women from Bhartiya Scriptures</p> <p>Text Book:</p> <p>T1: Sharma Subhash : Management in New Age: Western Windows Eastern Doors Management, WISDOM, New Age International Pvt. Ltd.</p> <p>T2: Sharma Subhash : New Mantras in Corporate corridors From Ancient Routes to Global Roots, New Age International Pvt. Ltd.</p> <p>Reference Books:</p> <p>R1. Chakraborty S.K. : Human Values for Managers, Oxford</p> <p>R2. WISDOM Publication: Women in Management & Development</p> <p>R3. BhagwadGeeta(Geeta Press)</p> <p>R4. Kalia H.L.: Women Work & Family</p> <p>R5. Sharma Subhash : Wisdom & Consciousness from the east</p> <p>R6. Sharma Vishnu : Panchtantra Stories</p> <p>R7. ShastriMadhav : “Kyo”</p> <p>R8. JeevancharyaVigyan(Geeta Press)</p>	<p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Sharma, S. (2007). <i>New mantras in corporate corridors: From ancient roots to global routes</i>. New Age International (P) Limited, Publishers. 2. Sharma, S. (2007). <i>Management in new age Western windows Eastern doors</i>. New Age International. 3. Chakraborty S.K. (1996) <i>Human values for Managers</i>. New Age International Ltd. 4. Ramsukhdas, S. (1995). <i>Srimad Bhagavad Gita</i>. Gorakhpur: Gita Press. Google Scholar. 5. Sharma, S. (2013). <i>Wisdom & consciousness from the East: Life, living & leadership</i>. IBA Publications. 6. Shastri M. (2002) <i>Why? Hinduism Defined Scientifically and Rationally</i>. Chaukhamba Publications, Varanasi 7. Sharma, V. Translated by Gil P. (1991) <i>Panchtantra</i>. Rupa& Co. 8. Coomaraswamy, A. K. (2013). <i>The Dance of Shiva: Fourteen Essays</i>. Rupa Publications India <p>Suggested E Learning Materials:</p> <ol style="list-style-type: none"> 1. Joshi,A.(2018). <i>Indigenous Management Systems (IMS) Part 1</i>. Retrieved from https://www.youtube.com/watch?v=q5K2Hff85MM 2. Purohit, H. &Joshi,A.(2018). <i>Shastrarth as Pedagogy for Management Education</i>. Retrieved from https://www.youtube.com/watch?v=LRCsbAvDAqA 3. Sharma, S. (2003). <i>Towards Corporate VEDA: Indian Ethos and Corporate</i> 	
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			R9. AnandCoomaraswamy: Dance of Shiva.	Development1. <i>Journal of Human Values</i> , 9(2), 163-172. 4. North, K., &Kumta, G. (2018). <i>Knowledge management: Value creation through organizational learning</i> . Springer.	
4	MGMT 419 Information Technology and MIS	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Develop an understanding of application of MIS & IT in various areas of corporate and individual life. • Become aware of the working of various IT-based , E-commerce based ,data based organisations and the utility of data/Information. • Understand and pursue their careers in of the concepts of cloud computing, system analysis, data analysis 	<p>The objective of the paper is to help students to develop their managerial competencies by understanding various aspects of IT and MIS and their practical applications.</p> <p>Unit I Definition of Information Technology (IT) & its role in modern business, IT capabilities and their organizational impact, IT enabled services.Management Information Systems (MIS): Concept and components of Information System, Definition of MIS, need, purpose and objectives, Contemporary approaches to MIS: Information as a strategic resource, use of information for competitive advantage, MIS as an instrument for the organizational change.</p> <p>Unit II Concept of data, information & knowledge, Database Concepts: fields, records and files: basic architecture, Managing Data Resources: introduction, the need for Data Management ,challenges of Data Management: data independence, reduced data redundancy, data consistency, data access, data administration: managing concurrency, managing security, DBMS:</p>	<p>Note:The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section..</p> <p>Course Contents: Section A Definition of Information Technology (IT) & its role in modern business, IT capabilities and their organizational impact, IT enabled services. Management Information Systems (MIS): Concept and components of Information System, Definition of MIS, need, purpose and objectives, Contemporary approaches to MIS: Information as a strategic resource, use of information for competitive advantage, MIS as an instrument for the organizational change.</p> <p>Concept of data, information & knowledge, Database Concepts: fields, records and files: basic architecture, Managing Data Resources: introduction, the need for Data Management ,challenges of Data Management: data independence, reduced data redundancy, data consistency, data access, data administration: managing concurrency, managing security, DBMS: Traditional File concepts and</p>	

			<p>Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling</p> <p>Unit III Systems Analysis and Design: Systems Development Life Cycle, role of system and business analyst. Basic and essential concepts of MS-Office – word processing using MS-Word, data Analysis using MS-Excel, Presentation skills using MS-Power Point</p> <p>Unit IV Social Dynamics of the Internet, Services of the Internet: Blogs, Social Networking Technology of the Internet, Social Networks in the Enterprise, Electronic Commerce: Introduction, E-commerce technology, doing business over internet: network, electronic data interchange (EDI), online payment technology, Mobile commerce, ecommerce-portals, search engines, E-business, Ethical and Legal issues in e-business. E Appraisal, Use of IT & MIS in case of E- Commerce</p> <p>Unit V IT & its impact on individual, organizations and society, threats to information, introduction to information security, information privacy & protection - behavioral action to protect IT assets, computer based actions to protect IT</p>	<p>Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling.</p> <p style="text-align: center;">Section B</p> <p>Systems Analysis and Design: Systems Development Life Cycle, role of system and business analyst. Basic and essential concepts of MS-Office – word processing using MS-Word, data Analysis using MS-Excel, Presentation skills using MS-Power Point</p> <p>Social Dynamics of the Internet, Services of the Internet: Blogs, Social Networking Technology of the Internet, Social Networks in the Enterprise, Electronic Commerce: Introduction, E-commerce technology, doing business over internet: network, electronic data interchange (EDI), online payment technology, Mobile commerce, ecommerce-portals, search engines, E-business,. E Appraisal. Use of IT & MIS in case of E-Commerce</p> <p style="text-align: center;">Section C</p> <p>Ethical and Legal issues in e-business ,IT & its impact on individual, organizations and society, threats to information, introduction to information security, information privacy & protection - behavioral action to protect IT assets, computer based actions to protect IT assets, ethical practices and social impact of IT Intellectual Property Rights related to IT Services / IT Products, Overview of cyber laws.</p> <p>Suggested Reading:</p>	
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			<p>assets, ethical practices and social impact of IT Intellectual Property Rights related to IT Services / IT Products, Overview of cyber laws.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. V.Rajaraman, Fundamentals of Computers, Prentice Hall of India 2. Turban, Rainer & Potter, Introduction to Information Technology, WILEY 3. Elias M.Awad – System Analysis & Design, Galgotia Publications. 4. Laudon K.C. & Laudon J.P. – Management Information Systems, 10 Ed. Pearson Education. 5. Rajaraman, Analysis and Design of Information Systems, Prentice Hall 	<ol style="list-style-type: none"> 1. Turban, E.,Rainer,K.,& Potter,R. (2014). <i>Introduction to Information Technology</i>(2 ed.). New Delhi: Wiley. 2. Laudon ,K.C & Laudon,J.P (2013). <i>Management Information Systems</i> (14 ed.). New Delhi: Pearson. 3. Alter,S. (1999).<i>Information Systems: A management perspective</i>(3 ed.). New Delhi:Pearson. 4. Rajaraman, (2011). <i>Analysis and Design of Information Systems</i> (3 ed.).Delhi: PHI. <p>Suggested E Learning Material</p> <ol style="list-style-type: none"> 1. Baesens, B. (2013, Spetember 25). <i>Intreoduction to Database Management Systems</i>. Retrieved March 20, 2019, from Youtube: https://www.youtube.com/watch?v=6u2zsJOJ_GE 2. Date, C. (2016, March). <i>O'REILLY</i>. Retrieved February 2019, from Safari: https://www.oreilly.com/library/view/relational-theory-for/9781449365431/ch01.htm 3. Learn.Org. (2009, July). <i>What Is Management Information Systems (MIS)?</i> Retrieved February 2019, from Learn.Org: https://learn.org/multimedia/What_Is_Management_Information_Systems_MIS_-_Video.html 	
5	MGMT 422 Managerial Economics	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand managerial decision making at the enterprise level and 	<p>Note :The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Enterprise Economics</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six</p>	

		<p>facilitate an appraisal of the macroeconomic environment with a view to understanding its implications on decision making.</p> <ul style="list-style-type: none"> • Understand the implications of economic theory in managerial decision making. • Understand the concept of demand, production and cost and will be able to take business decisions in more accurate way. • Understand the macro economics concepts and understand its impact on business. • Understanding the recent trends of Indian economy and the overall business scenario. 	<p>Objectives:To familiarize students with concepts and analytical tools from micro economic theory that are useful to managers in making decisions at the enterprise level, large, medium, small, tiny and other types.</p> <p>Course Contents:</p> <p>Unit I Demand Distinction and Determinants Demand Function Elasticity of Demand : Price elasticity and Revenue relationship Techniques of Demand Forecasting.</p> <p>Unit II Production function, Laws of production and their managerial applications Optimal input combination Cost concepts cost-output relationship</p> <p>Unit IIIPricing under different market structures Price fixation under different objectives Pricing methods in practice.</p> <p>Macro Economic Concepts</p> <p>Objectives : To familiarize students with the essentiality of macro economic concepts and policy needed to appraise the economic environment and government policy decision so as to understand their implications on decision making.</p> <p>Course Contents :</p>	<p>questions, taking at least one question from each section.</p> <p>Section A Demand Distinction and Determinants, Demand Function, Elasticity of Demand: Price elasticity and Revenue relationship, Techniques of Demand Forecasting. Production function, Laws of production and their managerial applications, Optimal input combination, Cost concepts cost-output relationship</p> <p>Section B Pricing under different market structures, Price fixation under different objectives, Pricing methods in practice. Macro Economic Concepts Micro-macro interrelations, Circular flow of economic activity, National Income concepts, Concepts and Objectives of Private Business. Meaning and Phases of Business Cycles: Economic stabilization & Role of govt. in the economy.</p> <p>Section C Concepts, recent trends (overview only) in Indian Economy, of the following: Monetary Policy Fiscal Policy Foreign Trade Policy Exchange Rate Policy</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Ahuja, H. L. (2014). Managerial Economics (8th ed.). New Delhi: Sultan Chand & Sons. 2. Dwivedi, D. N. (2015). Managerial Economics (8th ed.). New Delhi: 	
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6	MGMT 423	Upon completion of the	Note: The paper will contain	Note: The paper will contain 3 questions from	

	<p>Marketing Management</p>	<p>course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand various issues and activities involved in marketing management and related activities • Understand different concepts, strategies and issues of marketing management for effective decision making. 	<p>nine questions having a compulsory case study in any one unit. Candidates are required to attempt five questions in taking at least one question from each unit. Case Study will be compulsory.</p> <p>Course Contents:</p> <p>Unit 1 Core concepts of marketing, Marketing Management Philosophies, elements of marketing mix, Market Segmentation, Alternative market targeting strategies, Consumer market and buyer behaviour, Industrial markets and buyer behaviour</p> <p>Unit 2 Product concepts, Product Life Cycle, New Product Development, Product Mix Product positioning, branding, Pricing – Objective and methods. Factors influencing pricing</p> <p>Unit 3 Physical distribution, meaning and utility of channels of distribution, types and functions of channel members, Packaging, Direct marketing, the distribution environment in 21st century</p> <p>Unit 4 Marketing Planning, Marketing Research, Competitive Marketing, Concept of Service marketing, Marketing mix of services, how service marketing differ from product marketing. recent trends</p> <p>Unit 5 Communication skills in English/ Hindi required for marketing managers;</p>	<p>every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p>Section A</p> <p>Core concepts of marketing, Marketing Management Philosophies, elements of marketing mix, Market Segmentation, Alternative market targeting strategies, Consumer market and buyer behaviour, Industrial markets and buyer behaviour</p> <p>Product concepts, Product Life Cycle, New Product Development, Product Mix Product positioning, branding,.</p> <p>Section B</p> <p>Pricing – Objective and methods. Factors influencing pricing , Physical distribution, meaning and utility of channels of distribution, types and functions of channel members, Packaging, Direct marketing, the distribution environment in 21st century, Marketing Planning, Marketing Research, Competitive Marketing.</p> <p>Section C</p> <p>Concept of Service marketing, Marketing mix</p>	
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			<p><i>Management</i>. Retrieved from www.youtube.com/watch?v=MBp_cqFIC0g. Pine, J.(2014). <i>What consumers want</i>. Retrieved from www.ted.com/talks/joseph_pine_on_what_consumers_want</p>	<p>product-life-cycle.</p> <p>3. Kumar, A. (2017, April 6). <i>Marketing Management</i>. Retrieved from www.youtube.com/watch?v=MBp_cqFIC0g. Pine, J.(2014). <i>What consumers want</i>. Retrieved from www.ted.com/talks/joseph_pine_on_what_consumers_want</p>	
7	MGMT 425 People Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> Develop the skills to analyze the organizational behavioral issues in the context of organizational theories, models, and concepts. Analyze the behavior of individuals and groups within organizations in terms of key factors that influence organizational behavior. Prepare for leadership roles in modern organizations. Demonstrate the skills and knowledge needed to effectively manage human resource. Administer and contribute to the design and evaluation of the performance management 	<p>Note: The paper will contain nine questions. In any one of the units, there would be a ‘case study problem’ and in that unit there will be no choice question for the candidates. For the remaining four units, there would be two questions from each unit. Candidates are required to attempt four questions, taking at least one question from each unit, in addition to attempting the case study problem.</p> <p>Course Contents:</p> <p>Unit I Personality - Definition, determinants of personality, Big Five Model, introduction to MBTI, major personality attributes influencing organizational behavior, personality-job fit theory, person-organization fit</p> <p>Perception - Meaning: process of perception, perception distortion, application of perception in organization.</p> <p>Unit II Learning- Definition, classical conditioning, instrumental conditioning, social learning, role of punishment and rewards in shaping behavior.</p> <p>Attitudes- Meaning, types of attitudes, cognitive dissonance</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p>Section A</p> <p>Personality - Definition, determinants of personality, Big Five Model, introduction to MBTI, major personality attributes influencing organizational behavior, personality-job fit theory, person-organization fit</p> <p>Perception - Meaning: process of perception, perception distortion, application of perception in organization.</p> <p>Learning- Definition, classical conditioning, instrumental conditioning, social learning, role of punishment and rewards in shaping behavior. Attitudes- Meaning, types of attitudes, cognitive dissonance theory. Values- Meaning, value system, types of values, values across cultures.</p> <p>Section B</p> <p>Motivation- Definition, motivation cycle, Theories of motivation: Maslow’s Hierarchy of Need’s Theory, Herzberg’s Two Factor</p>	

		<p>programs.</p>	<p>theory. Values- Meaning, value system, types of values, values across cultures.</p> <p>Unit III Motivation- Definition, motivation cycle, Theories of motivation: Maslow's Hierarchy of Need's Theory, Herzberg's Two Factor Theory, Theory X and Y, ERG Theory, Mc Cleland's Achievement Theory, Equity Theory.</p> <p>Leadership- Definition, Theories of Leadership: trait approach, behavioral theories (Ohio State Studies, Michigan Studies, Scandinavian Studies, Blake and Mouton's Managerial grid), contingency theories: (Fiedler's contingency theory, path-goal theory, LMX theory, Hersey and Blanchard's situational theory, Leader-Participation Model), overview of Charismatic and transformational Leadership.</p> <p>Unit IV Groups- Formal and Informal groups, reasons for group formation, stages of group development- five stages development model, Punctuated-Equilibrium Model, Group Processes-social loafing, social facilitation effect, group vs. individual decision making, group think, group shift.</p> <p>Power- Meaning: bases of power, power and politics.</p> <p>Unit V HRM Concept, difference between HRM and Personnel</p>	<p>Theory, Theory X and Y, ERG Theory, Mc Cleland's Achievement Theory, Equity Theory.</p> <p>Leadership- Definition, Theories of Leadership: trait approach, behavioral theories (Ohio State Studies, Michigan Studies, Scandinavian Studies, Blake and Mouton's Managerial grid), contingency theories: (Fiedler's contingency theory, path-goal theory, LMX theory, Hersey and Blanchard's situational theory, Leader-Participation Model), overview of Charismatic and transformational Leadership.</p> <p style="text-align: center;">Section C</p> <p>Groups- Formal and Informal groups, reasons for group formation, stages of group development- five stages development model, Punctuated-Equilibrium Model, Group Processes-social loafing, social facilitation effect, group vs. individual decision making, group think, group shift.</p> <p>Power- Meaning: bases of power, power and politics.</p> <p>HRM Concept, difference between HRM and Personnel Management. Human resource Planning- process of HRP, techniques of demand forecasting and supply forecasting.</p> <p>Job Analysis- process and methods of Job Analysis. Procurement- Recruitment: process and sources of recruitment, Selection: process and tools of selection</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Robbins, Stephen P., and Sanghi, Seema (2007). <i>Organizational Behavior</i> (11 ed). Delhi: Pearson Education. 2. Luthans, Fred (2016). <i>Organizational</i> 	
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			<p>Management. Human resource Planning- process of HRP, techniques of demand forecasting and supply forecasting. Job Analysis- process and methods of Job Analysis. Procurement- Recruitment: process and sources of recruitment, Selection: process and tools of selection</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Robbin P. Stephen: Organizational Behaviour; PHI. 2. Luthans Fred: Organizational Behaviour; McGraw Hill. 3. PareekUdai: Understanding Organizational Behavior; Oxford University Press. 4. Decenzo A. David and Robbins Stephen: Personnel and Human Resource Management; Prentice Hall of India Private Limited. 5. Flippo B. Edwin: Personnel Management; McGraw Hill. 6. Dessler Gary: Human Resource Management; PHI. 	<p><i>Behavior</i>(12 ed).New York:McGraw-Hill Companies, Inc.</p> <ol style="list-style-type: none"> 3. Pareek,Udai (2016).<i>Understanding Organizational Behaviour</i> (4 ed). New Delhi: SOxford University Press. 4. Dcenzo,David A., and Robbins, Stephen P. (2008). <i>Fundamentals ofHuman Resource Management</i> (8 ed).Haryana: Wiley India(p) Ltd. 5. Flippo, Edwin B. (1984).<i>Personnel Management</i>(6 ed).Singapore: McGraw- Hill Book Co. 6. Dessler,Gary(2009).<i>Human Resource Management</i> (11 ed).Delhi: Pearson Education. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Johnson, J. A. (2017). Big-Five model. In V. Zeigler-Hill, T.K. Shackelford (Eds.), <i>Encyclopedia of Personality and Individual Differences</i> (1-16). New York: Springer. DOI: 10.1007/978-3-319-28099-8_1212-1. 2. Smriti. (2018). <i>Motivation Cycle- Funadmentals of Psychology/Management Notes</i>. Retrieved from https://www.managementnote.com/motivation-cycle/. 3. Cappelli, P. (2018). <i>HR Exchange at Think</i>. Retrieved Fromhttps://www.youtube.com/watch?v=bTH3qEoXAhk 	
8	MGMT 430 Quantitative Research Techniques	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Undertake research for business • Apply research tools for drawing insights 	<p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit</p> <p>Course Contents:</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six</p>	

	<p>for business</p> <ul style="list-style-type: none"> Understand the role of allocation / assignment problems in business 	<p>Unit I Introduction to research, conducting literature review, observation, survey and experiment methods. Sample design: types, sampling procedure. Data collection: meaning and purpose, types – primary and secondary sources. Tools for data collection: Questionnaire, interview; Drafting questionnaire: validity and reliability.</p> <p>Unit II Introduction to data analysis, measures of central tendency- mean median and mode. Measures of dispersion: range and standard deviation, measure of association: correlation, regression, method of moving averages, method of least squares, introduction and application of matrices</p> <p>Unit III Hypothesis - Meaning and types, test of hypotheses, significance level, type I & II error, statistical tools for hypothesis: T, Z & Chi-Square, introduction to ANOVA, Factor Analysis</p> <p>Unit IV Transportation Model - Mathematical Formulation, Initial Basic Feasible Solution, and Optimization Assignment Problems – its formulation, solution, route allocation</p> <p>Unit V Introduction to Linear Programming, Formulation of LPP, Graphical Analysis, Simplex Method, Basics of Game Theory, Concept of</p>	<p>questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p>Section A Introduction to research, conducting literature review, observation, survey and experiment methods. Sample design: types, sampling procedure. Data collection: meaning and purpose, types – primary and secondary sources. Tools for data collection: Questionnaire, interview; Drafting questionnaire: validity and reliability.</p> <p>Section B Introduction to data analysis, measures of central tendency- mean median and mode. Measures of dispersion: range and standard deviation, measure of association: correlation, regression, method of moving averages, method of least squares,</p> <p>Section C Transportation Model - Mathematical Formulation, Initial Basic Feasible Solution, and Optimization Assignment Problems – its formulation, solution, route allocation Introduction to Linear Programming, Formulation of LPP, Graphical Analysis, Simplex Method, Basics of Game Theory, Concept of Simulation</p> <p>Suggested Reading:</p> <p>1. Levin, R. & Rubin D (2004)</p>	
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Simulation

Suggested Reading:

1. Levin, R. & Rubin D (2004) *Statistics for Management 10th ed.* Pearson
2. Cooper R. & Schindler P (2006) *Business Research Methods 5th ed* Mc Graw Hill Irwin
3. Krishnaswamy, K. N., Sivakumar, A. I., & Mathirajan, M. (2006). *Management research methodology: integration of principles, methods and techniques 3rd ed.* Pearson Education India
4. Gupta, S. C., & Kapoor, V. K. (1997). *Fundamentals of applied statistics 7th ed.* Sultan Chand & Sons.
5. Whigham, D. (1998). *Quantitative business methods using Excel 6th ed.* Oxford University Press.
6. Sharma, J. K. (2001). *Quantitative Techniques for Managerial Decisions 10th ed.* Macmillan.
7. Taha, H. A. (2004). *Operations research: An introduction (for VTU) 11th ed.* Pearson Education India.

Suggested E-Learning Resources:

1. Mitra, V. (2016). *Quantitative Research Methods*. Retrieved from <https://www.youtube.com/watch?v=rADYOfgEGEo>
2. Ardekani, I. (2015). *Introduction to Quantitative Research Method*. Retrieved from <https://www.slideshare.net/imanog/introduction-to-quantitative-research-methods>
3. Wade, T. (2017). *Qualitative and Quantitative Research-An*

Statistics for Management 10th ed. Pearson

2. Cooper R. & Schindler P (2006) *Business Research Methods 5th ed* Mc Graw Hill Irwin
3. Krishnaswamy, K. N., Sivakumar, A. I., & Mathirajan, M. (2006). *Management research methodology: integration of principles, methods and techniques 3rd ed.* Pearson Education India
4. Gupta, S. C., & Kapoor, V. K. (1997). *Fundamentals of applied statistics 7th ed.* Sultan Chand & Sons.
5. Whigham, D. (1998). *Quantitative business methods using Excel 6th ed.* Oxford University Press.
6. Sharma, J. K. (2001). *Quantitative Techniques for Managerial Decisions 10th ed.* Macmillan.
7. Taha, H. A. (2004). *Operations research: An introduction (for VTU) 11th ed.* Pearson Education India.

Suggested E-Learning Resources:

1. Mitra, V. (2016). *Quantitative Research Methods*. Retrieved from <https://www.youtube.com/watch?v=rADYOfgEGEo>
2. Ardekani, I. (2015). *Introduction to Quantitative Research Method*. Retrieved from <https://www.slideshare.net/imanog/introduction-to-quantitative-research-methods>

			<p><i>Introduction</i>. Retrieved from https://www.youtube.com/watch?v=RymLE8UqCXU</p>	<p>3. Wade,T.(2017). <i>Qualitative and Quantitative Research-An Introduction</i>. Retrieved from https://www.youtube.com/watch?v=RYmLE8UqCXU</p>	
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MBA II Semester

Sr. No.	Course List	Learning Outcome	Existing Syllabus	Suggested Syllabus	Remarks
9	CS 408L Computer Lab II	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Use computer skills in developing the business plans in more effective manner. • Job readiness with the complete hands-on job skills. 	<p>Objective: To help students to develop their managerial competencies by visiting and analyzing various relevant websites in area of general business scenario as well as their area of specialization. The course should also help in learning to work with Excel and SPSS to solve business problems.</p> <p>Course Contents :</p> <p>A. Core Component (45 Hours)</p> <ol style="list-style-type: none"> 1. Visiting websites of business environment information providers e.g. India brand equity foundation, financial newspapers, leading market research agencies, etc. 2. Visiting websites exhibiting the legal scenario of business in India. 3. Website visit: Ministry of corporate affairs and understanding the process of new company registration and latest changes. 4. Website visit: SEBI and understanding the organization, and information availability. 5. Understanding business research through solving problems on data classification, measures of central tendency, 	<p>Objective: To help students to develop their managerial competencies by visiting and analyzing various relevant websites in area of general business scenario as well as their area of specialization. The course should also help in learning to work with Excel and SPSS to solve business problems.</p> <p>Course Contents :</p> <p>A. Core Component (45 Hours)</p> <ol style="list-style-type: none"> 1. Visiting websites of business environment information providers e.g. India brand equity foundation, financial newspapers, leading market research agencies, etc. 2. Visiting websites exhibiting the legal scenario of business in India. 3. Website visit: Ministry of corporate affairs and understanding the process of new company registration and latest changes. 4. Website visit: SEBI and understanding the organization, and information availability. 5. Understanding business research through solving problems on data classification, measures of central tendency, dispersion, measures of association, T, Z, Chi-Square & ANOVA using Excel and SPSS. 6. Solving Financial Management problems on MS Excel and other relevant application software: Time value of money, ratio analysis, cost of capital, fund flow & cash flow, working capital management. <p>B. Specialization Component (15 Hours)</p> <p>Note: Students would undergo hands on practice on</p>	

			<p>dispersion, measures of association, T, Z, Chi-Square & ANOVA using Excel and SPSS.</p> <p>6. Solving Financial Management problems on MS Excel and other relevant application software: Time value of money, ratio analysis, cost of capital, fund flow & cash flow, working capital management.</p> <p>B. Specialization Component (15 Hours)</p> <p>Note: Students would undergo hands on practice on following topics of any one major specialization which they have opted for:</p> <p>Finance Understanding information availability on website of NSE, equity research companies, banks, financial planning service providers etc. Practicing problems on MS Excel regarding EMI computation and term loans. In addition students would acquaint themselves with various financial calculators on retail banking and financial planning which are available on internet.</p> <p style="text-align: center;">OR</p> <p>Human Resource Development HR software for payroll, recruitment, performance management. Visit to corporate websites to learn trends in organization culture, employee engagement. Excel applications for report generation, compensation etc. Practical sessions in performance management applications. like filling</p>	<p>following topics of any one major specialization which they have opted for:</p> <p>Finance Understanding information availability on website of NSE, equity research companies, banks, financial planning service providers etc. Practicing problems on MS Excel regarding EMI computation and term loans. In addition students would acquaint themselves with various financial calculators on retail banking and financial planning which are available on internet.</p> <p style="text-align: center;">OR</p> <p>Human Resource Development HR software for payroll, recruitment, performance management. Visit to corporate websites to learn trends in organization culture, employee engagement. Excel applications for report generation, compensation etc. Practical sessions in performance management applications. like filling goal sheets, calculating weighted score of individual employee on the selected performance indicators and payroll management</p> <p style="text-align: center;">OR</p> <p>Marketing Understanding the mechanism of ordering products / books etc. online, How companies in different industries like travel and tourism services, e-tailing, banking (internet banking) and media etc. work. New trends in online job portals and placement scenarios. Studying of websites like ebay and Amazon for concepts on online auction and bidding, advertising and online payment system. A study of SWOT analysis, competitive advantage, 4P's and online promotional activities in major sectors like FMCG, Pharmaceutical, IT, Steel and Banking.</p> <p style="text-align: center;">OR</p> <p>Aviation</p>	
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			<p>goal sheets, calculating weighted score of individual employee on the selected performance indicators and payroll management</p> <p style="text-align: center;">OR</p> <p>Marketing Understanding the mechanism of ordering products / books etc. online, How companies in different industries like travel and tourism services, e-tailing, banking (internet banking) and media etc. work. New trends in online job portals and placement scenarios. Studying of websites like ebay and Amazon for concepts on online auction and bidding, advertising and online payment system. A study of SWOT analysis, competitive advantage, 4P's and online promotional activities in major sectors like FMCG, Pharmaceutical, IT, Steel and Banking.</p> <p style="text-align: center;">OR</p> <p>Aviation Visiting website of prominent aviation companies worldwide including airlines, support companies, regulators and identifying recent trends, procedures, management, regulations etc.</p>	<p>Visiting website of prominent aviation companies worldwide including airlines, support companies, regulators and identifying recent trends, procedures, management, regulations etc.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> Greenberg, A. D. (2000). Fundamental Photoshop 5.5 (1 ed.). New Delhi: Mc GrawHill. Nadhani, A. N. (2007). Implementing Tally ERP 9 (1 ed.). New Delhi: BPB Publications. Saxena, S. (2000). MS Office 2000 for Everyone (1 ed.). New Delhi: Vikas Publication. <p>Suggested E-Learning Material</p> <ol style="list-style-type: none"> Studios, S. (2018, March 24). <i>Adobe Photoshop For Absolute Beginners</i>. Retrieved March 2019, from Youtube: https://www.youtube.com/watch?v=KfXSt4XLedc World, G. L. (2017, December 30). <i>Tally ERP 9 Basic Course for Beginners - Free Tally</i>. Retrieved March 2019, from Youtube: https://www.youtube.com/watch?v=1d2y7J0gESM 	
10	MGMT 431 Business Environment and Operations	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> Awareness of the business environment, especially globalization and business operations. 	<p>Note: The paper will contain nine questions having a compulsory case study in any one unit. Candidates are required to attempt five questions in taking at least one question from each unit. Case Study will be compulsory.</p> <p>Course Contents:</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p>	<ol style="list-style-type: none"> In wake of introducing a paper on QT here we have added the topics of Operations Management New units 3,4,5 from operations management added.

		<ul style="list-style-type: none"> • Knowledge of various business laws • Learn about the role of production in a manufacturing unit. • Gain insights into best practices of industry for application into upcoming business challenges. 	<p>Unit 1 Business environment: significance, external environment and internal environment – conceptual framework and trends. Reasons for growth in international business and trends. Overview of consumer protection act, Indian IT Act and environmental laws, business current affairs.</p> <p>Unit 2 An overview of the legal environment of the company, Companies Act: registration, types of companies, prospectus, role of directors and norms about appointing independent directors, Indian contract act 1872: essentials, offer and acceptance, parties to contract</p> <p>Unit 3 Introduction to Operations Management, Production Function, Definition and types of Productivity, Factors affecting Productivity, Productivity improvement</p> <p>Unit 4 Basics of Facility planning, Concept of Product and Service Design, Mass Production (Assembly line production system), TQM, Mass Customization</p> <p>Unit 5 Case studies – Ford Motors (Assembly line), Toyota (TQM), Dell (Mass Customization) and IDEO (Creativity)</p> <p>Suggested Readings: 1. Francis, C (2010) <i>International</i></p>	<p>Course Contents:</p> <p>Section A Business environment: significance, external environment and internal environment – conceptual framework and trends. Reasons for growth in International business and trends. Overview of consumer protection act, Indian IT Act and environmental laws, business current affairs. Indian contract act 1872: essentials, offer and acceptance, parties to contract.</p> <p>Section B An overview of the legal environment of the company, Companies Act: registration, types of companies, prospectus, role of directors and norms about appointing independent directors, Introduction to Operations Management, Production Function, Definition and types of Productivity, Factors affecting Productivity, Productivity improvement</p> <p>Section C Basics of Facility planning, Concept of Product and Service Design, Mass Production (Assembly line production system), TQM, Mass Customization, Case studies – Ford Motors (Assembly line), Toyota (TQM), Dell (Mass Customization) and IDEO (Creativity)</p> <p>Suggested Readings: 1. Francis, C (2010) <i>International Business Text and Cases 4th ed.</i> PHI 2. Aswathappa K (2005) <i>Essentials of Business Environment 6th ed.</i> Tata Mc Graw Hill 3. Hill C (2008). <i>International Business 4th ed.</i> Mc Graw Hill 4. Mahadevan B. (2015) <i>Operation Management; Theory and Practice 5th ed.</i> Pearson Education 5. Bhat K.S (2010) <i>Production and Operations Management 4th ed.</i> Himalaya Publishing</p>	<p>3. Existing content on statistics are shifted in the course of Quantitative Techniques.</p>
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			<p><i>Business Text and Cases 4th ed.</i> PHI</p> <ol style="list-style-type: none"> 2. Aswathappa K (2005) <i>Essentials of Business Environment 6th ed.</i> Tata Mc Graw Hill 3. Hill C (2008). <i>International Business 4th ed.</i> Mc Graw Hill 4. Mahadevan B. (2015) <i>Operation Management; Theory and Practice 5thed.</i> Pearson Education 5. Bhat K.S (2010) <i>Production and Operations Management 4th ed.</i> Himalaya Publishing House 6. Bedi K. (2013) <i>Production and Operations Management 10th ed.</i> Oxford University Press. <p>Suggested E-Learning Resources:</p> <ol style="list-style-type: none"> 1. Green, J., Willis, K., Hughes, E., Small, R., Welch, N., Gibbs, L., & Daly, J. (2007). Generating best evidence from qualitative research: the role of data analysis. <i>Australian and New Zealand journal of public health, 31</i>(6), 545-550. 2. Warr, S. J., Thompson, K., & Kent, M. (1993). Seed banks as a neglected area of biogeographic research: A review of literature and sampling techniques. <i>Progress in physical geography, 17</i>(3), 329-347. 3. KaruneshSaxena (2018). <i>Research Publication Strategy</i>. Retrieved from https://www.youtube.com/watch?v=ofcURrK5oqk. 	<p>House</p> <ol style="list-style-type: none"> 6. Bedi K. (2013) <i>Production and Operations Management 10th ed.</i> Oxford University Press. <p>Suggested E-Learning Resources:</p> <ol style="list-style-type: none"> 1. Green, J., Willis, K., Hughes, E., Small, R., Welch, N., Gibbs, L., & Daly, J. (2007). Generating best evidence from qualitative research: the role of data analysis. <i>Australian and New Zealand journal of public health, 31</i>(6), 545-550. 2. Warr, S. J., Thompson, K., & Kent, M. (1993). Seed banks as a neglected area of biogeographic research: A review of literature and sampling techniques. <i>Progress in physical geography, 17</i>(3), 329-347. 3. KaruneshSaxena (2018). <i>Research Publication Strategy</i>. Retrieved from https://www.youtube.com/watch?v=ofcURrK5oqk. 	
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11	MGMT 412 Financial Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Conduct financial analysis to form long-term financial policies for business. • Judge the financial environment within which organizations must operate. • Critically evaluate the financial objectives of various types of organizations • Analyze the alternative sources of finance and investment opportunities • Apply techniques in managing working capital . 	<p>Objectives: To enable students to understand the managerial application of various financial management theories and give an insight into, how financial and money markets functions.</p> <p>Note : The paper will contain nine questions. In any one of the units, there would be a 'case study problem' and in that unit there will be no choice question for the candidates. For the remaining four units, there would be two questions from each unit. Candidates are required to attempt four questions, taking at least one question from each unit, in addition to attempting the case study problem.</p> <p>Course Contents:</p> <p>Unit I Nature and scope of financial management, Techniques of Financial Analysis - Statement of change in financial position (Cash flow - Fund flow), Ratio Analysis.</p> <p>Unit II Investment Decision-Capital budgeting principles & techniques - Traditional & Discounted cash flow methods. Projects selection under capital rationing, measurement of cost capital - Dividend Approach and CAPM.</p> <p>Unit III Financing Decision - Operation leverage, Financial Leverage, EBIT EPS analysis, combined leverage, capital structure theories - NI, NOI, Traditional, M&M,</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p>Section A</p> <p>Nature and scope of financial management, Techniques of Financial Analysis - Statement of change in financial position (Cash flow - Fund flow), Ratio Analysis. Investment Decision; Capital budgeting, principles & techniques - Traditional & Discounted cash flow methods.</p> <p>Section B</p> <p>Projects selection under capital rationing, measurement of cost capital - Dividend Approach and CAPM. Financing Decision - Operation leverage, Financial Leverage, EBIT EPS analysis, combined leverage, capital structure theories - NI, NOI, Traditional, M&M, Approach, Determinants of capital structure.</p> <p>Section C</p> <p>Working capital Management - Nature of working capital, concepts of working capital, Determination of financing mix, Need & determinants of working capital, computation of working capital, working capital financing. Cash management - Nature and concepts, optimum cash balance, techniques for forecasting cash. Management of Accounts Receivable - concept, optimum credit policy, factors affecting receivables and procedures for credit. Introduction of Capital & Money market- meaning and functions.</p>	
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			<p>Approach, Determinants of capital structure.</p> <p>Unit IV Working capital Management - Nature of working capital, concepts of working capital, Determination of financing mix, Need & determinants of working capital, computation of working capital, working capital financing. Cash management - Nature and concepts, optimum cash balance, techniques for forecasting cash.</p> <p>Unit V Management of Accounts Receivable - concept, optimum credit policy, factors affecting receivables and procedures for credit. Introduction of Capital & Money market- meaning and functions.</p> <p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. James C. Van Horn: Financial Management and policy - Prentice Hall. 2. Chanda Prasanna: Financial Management, Tata Mc Graw Hill. 3. Khan & Jain, Financial Management, tata Mc Graw Hill. 4. Bhatia B.S. Managenent of financial service, Deep and Deep Publication 5. Pandey I. M.: Financial Management, Vikas Publication 	<p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Brigham, E. F. (1979). <i>Financial management: theory & practice</i>. (1st ed.).New York. Dryden Press. 2. Van Horne James, C. (2002). <i>Financial Management & Policy</i>. (12thed.).New Delhi. Pearson Education India. 3. Pandey, I. M. (1995). <i>Essentials of Financial Management</i>, (4th ed.). New Delhi. Vikas Publishing House. 4. Jain, P. K., & Khan, M. Y. (2005). <i>Basic financial management</i>. (4th ed.). New Delhi. Tata McGraw-Hill. 5. Chandra, P. (2011). <i>Financial management</i>. (8thed.) New Delhi. Tata McGraw-Hill Education. 6. Srivastava, R., &Misra, A. (2012). <i>Financial Management</i>. (1sted.) New Delhi. Oxford University Press. <p>Suggested E Learning Materials</p> <ol style="list-style-type: none"> 1. Helfert, A. (2001). <i>Financial Analysis and Tools and Techniques</i>. Retrieved from http://alqashi.com/book/book17.pdf. 2. Saha, D. (2019). <i>WORKING CAPITAL MANAGEMENT</i>.ppt.Retrieved from https://www.scribd.com/doc/98098428/WORKING-CAPITAL-MANAGEMENT-ppt. 3. John,G.(2015). <i>Money Management through Financial Planning</i>.Retrieved From https://www.youtube.com/watch?v=AbSL1ttViYE. 	
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MBA III Semester

Reading Electives

Sr. No.	Course List	Learning Outcome	Existing Syllabus	Suggested Syllabus	Remarks
12	MGMT 503R Corporate Banking I	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand corporate banking products and services • Understand the concept and significance of branch profitability. • Gain knowledge about all BASEL norms • Gain knowledge that will make them job ready . 		<p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Gopinath, M. N. (2017). <i>Banking Principles and Operations</i>(7 ed.). Mumbai: Snow White Publications. 2. IIBF. (2017). <i>Corporate Banking</i>(3 ed.). Mumbai: Macmillan. 3. IIBF. (2017). <i>Principles & Practices of Banking</i>(3 ed.). Mumbai: Macmillan. 4. Vinay Dutta, K. S. (2013). <i>Commercial Bank Management</i>(1 ed.). Mumbai: Tata McGraw Hill. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1) Learning Sessions(2017, Oct). <i>Basel Norms</i>. Retrieved from https://www.youtube.com/watch?v=x_sOTObwx7g 2) CRIF India(2017,Jun) <i>What is credit bureau</i> Retrieved from https://www.youtube.com/watch?v=OIT9z8cO4LU 	
13	MGMT 506R Digital Marketing	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand and implement digital marketing tools • Get a practical outlook of the digital marketing and its implementation in marketing promotion • Gain knowledge that will make them job 		<p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Chaffey, D. and Ellis-Chadwick, F. (2012). <i>Digital Marketing: Strategy, Implementation and Practice</i>. 1st ed. Harlow: Pearson Education. 2. Dodson, I. (2016). <i>The art of digital marketing</i>. 1st ed. Hoboken, New Jersey: Wiley. 3. Yan, D. (2014). <i>Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation</i> Ed. 3. 1st ed. Kogan Page. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Shazwan,R(2017, Aug). <i>Ethical issues in online business</i> Retrieved from 	

		ready for the marketing job		https://www.youtube.com/watch?v=JHIZdG4NVn8 2. Web Training Academy (2015, April) <i>Digital Marketing</i> Retrieved from https://www.youtube.com/watch?v=HAYYZA8IIKo
14	MGMT 521R Advances in Mutual funds	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Advise on various aspects of Mutual Funds. • Be Equipped with the knowledge to clear NISM V Module. • Job-readiness in Mutual Fund industry. 		<p>Note: Question paper will contain five questions and candidate will be required to attempt any three.</p> <p>Course Content:</p> <p>Introduction of mutual funds, history of mutual funds, role of SEBI in mutual fund Industry, Net Asset Value (NAV) of a scheme, Types of mutual funds and schemes, how to invest in mutual funds, SIP, SWP, STP, performance of mutual fund scheme. Tax saving scheme, Fund of Fund scheme, Assured return scheme.</p> <p>Mutual fund application form, offer document, KYC, Certificate of account, how to choose mutual fund scheme, redressal of complaints, consumer protection, difference between mutual funds and IPO, Nominee on mutual fund investment.</p> <p>Suggested readings:</p> <ol style="list-style-type: none"> 1. Bank & Finance- HYPERLINK "http://www.ncfe.org.in/financialeducation/banking" http://www.ncfe.org.in/financial-education/banking 2. Financial Planning –The road to your financial future- Understanding Mutual Funds-http://www.ncfe.org.in/financial-education/mutual-fund 3. "https://www.kotaksecurities.com/" https://www.kotaksecurities.com/ 4. "http://flame.org.in/" http://flame.org.in/ 5. NISM Mutual fund distributor 5 A Certification examination 6. NISM-Series-V-B: Mutual fund Foundation certification examination. 7. Let's Talk Money by Monika Halan. <p>Suggested E- Learning Materials:</p> <ol style="list-style-type: none"> 1. Mutual fund course can be accessed from - "https://alison.com/course/financial-funds"

				<p>https://alison.com/course/financial-funds</p> <p>2. Basics of mutual funds can be accessed from- "https://www.elearnmarkets.com/courses/display/basics-of-investing-in-mutual-funds" https://www.elearnmarkets.com/courses/display/basics-of-investing-in-mutual-funds</p>	
15	MGMT 502R Advanced Reading in HRM	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Gain in-depth knowledge about various HR concepts, role and Role Analysis and their significance for individual and organizations • Cope with stress arising due to role ambiguity • Learn about organization, organization culture, environmental interface and its implication for managers • Understand the HR policies, cultural differences & IHRM • Learn about Audit of Human Resource, HRA & HRIS 		<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. McCauley-Smith, C. (2017). Book review: HRD, OD, and institution building: Essays in memory of UdaiPareek. 2. Pareek's, U. (2017). <i>Undersnading Orgaizational Behaviour</i>(4 ed.) New Delhi: Oxford University Press. 3. Sinha, J. B. (1995). <i>The cultural context of leadership and power</i>. New Delhi :SAGE Publications Pvt. Limited. 4. Pareek, U. (1994). <i>Making organizational roles effective</i>. Tata McGraw-Hill. 5. Rao, T. V. (2014). <i>HRD audit: Evaluating the human resource function for business improvement</i>. SAGE Publications India. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. IITR (2018, Mar). <i>Total Quality Management</i>. Retrieved from https://www.youtube.com/watch?v=yW1AOFs04go 2. QualityGurus(2013,Jan) <i>Introduction to six sigma</i> Retrieved from https://www.youtube.com/watch?v=wEBPVQ7W2w 	

Sr. No.	Course List	Learning Outcome	Existing Syllabus	Suggested Syllabus	Remarks
16	MGMT 522R Supply Chain Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Have a basic understanding of SCM. • Understand and apply mathematics behind SCM. • Understand inventory management in real world scenarios. • Understand the role of internet and customer centric orientation in SCM. • Secure jobs in the SCM industry. 		<p>Note: The Question paper will contain five questions and candidate will be required to attempt any three.</p> <p>Course Content: Basics of SCM, Performance Measurement and Decisions Making. Basic Mathematics in SCM. Cost Management in SCM. Inventory Management in Supply Chain. Role of Internet Technologies and E-Commerce in SCM. Customer and Service Management.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> i. Chopra, S., Meindl, P., & Kalra, D. (2016). Supply Chain Management (6th ed.). Pearson. ii. Handfield, R. B., & Nichols Jr., E. L. (1998). Introduction to Supply Chain Management (1st ed.). Pearson. iii. Levi, D. S., Kaminsky, P., & Levi, S. E. (2019). Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (4th ed.). McGrawHill. iv. Shapiro, J. (2006). Modeling the Supply Chain (2nd ed.). Cengage Learning. v. Tayur, S., Ganeshan, R., & Magazine, M. (Eds.). (1999). Quantitative Models for Supply Chain Management. Springer. <p>Suggestive E-learning resources:</p> <ol style="list-style-type: none"> 1. Ganeshan, R., & Harrison, T. P. (1995). An Introduction to Supply Chain Management. Retrieved 2019, from http://lcm.csa.iisc.ernet.in: http://lcm.csa.iisc.ernet.in/scm/supply_chain_intro.html 2. Malhotra, Y. (1998). Business Process Redesign: An Overview. Retrieved 2019, from http://www.brint.com: 	

				<p>http://www.brint.com/papers/bpr.htm</p> <p>3. Narahari, Y., & Biswas, S. (2016). <i>Supply Chain Management: Modeling and Decision Making</i>. Retrieved 2019, from http://lcm.csa.iisc.ernet.in: http://lcm.csa.iisc.ernet.in/scm/coimbatore/index.html</p>	
17	MGMT 504R Corporate Banking II	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand term loans, working capital loans, project financing etc. • Understand about the products and services offer for MSME financing. • Job- readiness specifically in Corporate Banking and international banking division of Banks. 		<p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Gopinath, M. N. (2017). <i>Banking Principles and Operations</i>(7 ed.). Mumbai: Snow White Publications. 2. IIBF. (2017). <i>Corporate Banking</i> (3 ed.). Mumbai: Macmillan. 3. IIBF. (2017). <i>Principles & Practices of Banking</i>(3 ed.). Mumbai: Macmillan. 4. IIBF. (2017). <i>International Banking</i> (3 ed.). Mumbai: Macmillan. 5. Vinay Dutta, K. S. (2013). <i>Commercial Bank Management</i>(1 ed.). Mumbai: Tata McGraw Hill. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Tutorial point(2018, Jan). <i>Rural credit in India</i>. Retrieved from https://www.youtube.com/watch?v=NBWF_gKwJZk 2. Mettascliub (2017, Feb) <i>What is MSME</i>. Retrieved from https://www.youtube.com/watch?v=KGjfQfZ_WTM 	
18	MGMT 508R Entrepreneurship	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Get insights related to dynamics of entrepreneurship ecosystem and generate economic and social value. • Gain knowledge of customer 		<p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Desai, V. (2012). <i>The Dynamics of Entrepreneurial Development & Management</i> (5th ed.). Mumbai: Himalaya Publishing House. 2. Drucker, P. F. (1985). <i>Innovation and Entrepreneurship</i> (1st ed.). Uttar Pradesh: Harper Collins. 3. Gupta, A.K. (2016). <i>Grassroots Innovations (Minds On the Margin Are Not Marginal Minds)</i> (1st ed.). New 	

		<p>development, customer validation, and competitive analysis while utilizing design thinking.</p> <ul style="list-style-type: none"> • Able to create a business plan that articulate and apply financial, operational, organizational, market, and sales knowledge. 		<p>Delhi: Random House India.</p> <ol style="list-style-type: none"> 4. Hisrich, R. D., Manimala, M. J., Peters, M, P. & Shepherd, D. A. (2014). <i>Entrepreneurship</i> (9th ed.). New Delhi: McGraw Hill. 5. Jain, P. C. (1999). <i>Hand Book for New Entrepreneurs</i> (1st ed.). New Delhi: Oxford University Press. 6. Roy, R. (2011). <i>Entrepreneurship</i> (2nd ed.). New Delhi: Oxford University Press. <p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Barringer, B. R. (2009). <i>Preparing Effective Business Plans: An Entrepreneurial Approach</i>. Retrieved March 1, 2019, from www.pearson.com: https://www.pearson.com/us/higher-education/product/Barringer-Preparing-Effective-Business-Plans-An-Entrepreneurial-Approach/9780132318327.html?tab=contents 2. Jose, T. (2019, Jan). <i>Micro, Small and Medium Enterprises (MSME): The Importance in Indian Economy</i>. Retrieved Feb 20, 2019, from www.clearias.com: https://www.clearias.com/micro-small-and-medium-enterprises-msme/ 3. Toppr. (n.d.). <i>Meaning and Concept of Social Entrepreneurship</i>. Retrieved Feb 23, 2019, from www.toppr.com: https://www.toppr.com/guides/business-management-and-entrepreneurship/social-entrepreneurship/meaning-and-concept-social-entrepreneurship/ 4. Women Entrepreneurs India. (n.d.). <i>Success Stories</i>. Retrieved Feb 22, 2019, from www.womenentrepreneursindia.com: https://www.womenentrepreneursindia.co 	
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19	MGMT 523R Strategic Planning in IT	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand and apply strategic Management in their jobs. • Provide a competitive edge to the students while in job 		<p>m/success-stories.php</p> <p>Note: The Question paper will contain five questions and candidate will be required to attempt any three.</p> <p>Course Content: Strategic perspective of Information Technology; IT-enabled environment scanning, Information Technology portfolio management, Information Technology and Organization designing, IT-enabled strategy and firms performance, IT-enabled marketing capabilities, Integrating business relations, ERP : Issues, challenges and benefits, IT-enabled economic growth.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Bruce A. Walters, Zaiyong Tang : IT-enabled Strategic Management: Increasing Returns for the Organization, IGI Global (2006) 2. Sheikh A.M : Information Technology and Strategic Management S Chand & Company (2010) 3. J R ShravanaDeepan : Information Technology & Strategic Management, Fundazone (2017) <p>Suggested E-Learning Resources:</p> <ol style="list-style-type: none"> 1. Juran (2016). <i>6 Steps to Successful Strategic Planning</i>. Retrieved from https://www.youtube.com/watch?v=Mpqf6w5iBqI 2. Reeves, M. (2015). <i>Your strategy needs a strategy</i>. Retrieved from https://www.ted.com/talks/martin_reeves_your_strategy_needs_a_strategy 3. Sachdev, U. (2017). <i>The future of voice technology</i>. Retrieved from https://www.ted.com/talks/umesh_sachdev_the_future_of_voice_technology 	
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MBA IV Semester

Sr. No.	Course List	Learning Outcome	Existing Syllabus	Suggested Syllabus	Remarks
20	MGMT 505 Corporate Governance and Strategy	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand the ethical aspects of corporate governance implied in the business arena. • Understand and apply the aspects of strategic management in the working of the corporate. • Understand the practical use of corporate governance and strategic management 	<p>Objective: This course seeks to introduce the students to the area of Corporate Governance in organization and organization's Strategic Management. Study of Corporate Governance helps to understand the Corporate Governance practices of an organization and relate to its performance a vital interest to various stake holders. Study of Strategic Management a field of inquiry focuses on the organization as a whole and its interaction with the environment. All the conceptual and theoretical aspects of Corporate Governance and Strategic Management would be introduced keeping in view the Indian Context and its relatedness with the global environment.</p> <p>Note: The paper will contain nine questions. In any one of the units, there would be a 'case study problem' and in that unit there will be no choice question for the candidates. For the remaining four units, there would be two questions</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content:</p> <p style="text-align: center;">Section A</p> <p>Introduction, Evolution of Corporate Governance; Conceptual Issues of Corporate Governance; Corporate Governance Models; Corporate Governance Committees' Reports; Corporate Governance in India; Concept of Corporation, Corporate Citizenship, Owners and Stakeholders: Types of ownership. Shareholders- Types, Rights and Privileges; Directors- Types, Role, and Powers; Measurement of Board Performance; The Learning Board Model: Professionalizing the Board; Performance of Management.</p> <p style="text-align: center;">Section B</p> <p>Corporate Misconduct and Misgovernance; Codes of Best Governance; Role of SEBI in the Current Scenario; Role of Company Law; International Governance. Definition of Strategic Management; Levels of Strategy; Strategic Decision making; Strategic</p>	

			<p>from each unit. Candidates are required to attempt four questions, taking at least one question from each unit, in addition to attempting the case study problem.</p> <p>Course Content:</p> <p>Unit I Introduction, Evolution of Corporate Governance; Conceptual Issues of Corporate Governance; Corporate Governance Models; Corporate Governance Committees' Reports; Corporate Governance in India; Concept of Corporation, Corporate Citizenship, Owners and Stakeholders: Types of ownership.</p> <p>Unit II Shareholders- Types, Rights and Privileges; Directors- Types, Role, and Powers; Measurement of Board Performance; The Learning Board Model: Professionalizing the Board; Performance of Management; Corporate Misconduct and Misgovernance; Codes of Best Governance; Role of SEBI in the Current Scenario; Role of Company Law ; International Governance</p> <p>Unit III Definition of Strategic Management; Levels of Strategy; Strategic Decision making; Strategic</p>	<p>Management Process; Strategic Intent – Vision, Mission, and Business Definition; External Scanning; Internal Scanning.</p> <p style="text-align: center;">Section C</p> <p>Strategy Formulation – Ansoff model, Grand strategy, Generic Strategy, functional level strategy; Strategic Choice Models – BCG matrix, GE nine cell matrix, Hofer's Product Evaluation Matrix; Subjective and Objective factors. Strategy Implementation- Issues in strategy implementation, Project, Structure, Functional, System and Behavioral. Strategy Evaluation and Control- Strategic Evaluation process, strategic control techniques, role of organization system in evaluation. Case study analysis related to various aspect of the course.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Subhash Chandra D. (2013). <i>Corporate Governance: Codes Systems Standards and Practices</i>(2 ed.). New Delhi: PHI Learning. 2. Farnando, A. C. (2017). <i>Corporate Governance: Principles Policies and Practices</i> (2 ed.).New Delhi: Pearson Publications. 3. Geeta, D., Mishra, R. K. (2008). <i>Corporate Governance: Theory & Practice</i>(3 ed.)New Delhi: Excel Books Publishing. 4. Kazmi, A. (2008). <i>Strategic Management & Business Policy</i>(3 ed.). New Delhi: Tata Mcgrawhill Education. 	
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			<p>Management Process; Strategic Intent – Vision, Mission, and Business Definition; External Scanning; Internal Scanning.</p> <p>Unit IV Strategy Formulation – Ansoff model, Grand strategy, Generic Strategy, functional level strategy; Strategic Choice Models – BCG matrix, GE nine cell matrix, Hofer’s Product Evaluation Matrix; Subjective and Objective factors</p> <p>Unit V Strategy Implementation- Issues in strategy implementation, Project, Structure, Functional, System and Behavioral. Strategy Evaluation and Control- Strategic Evaluation process, strategic control techniques, role of organization system in evaluation. Case study analysis related to various aspect of the course.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. AzharKazmi : Business Policy; Tata Mc Graw Hill 2. Wheelen and Hunger: Strategic Management & Business Policy; PHI 3. Das Chandra Subash: Corporate Governance – code, system standards and practices; PHI 4. Prasad Kesho: Corporate Governance; PHI. 	<p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Grimsley Shawn (2015, June). <i>What is stakeholder theory? – Definition and ethics</i>. Retrieved from Study.com: https://study.com/academy/lesson/what-is-stakeholder-theory-definition-ethics-quiz.html 2. Kenton Will (2019. February). <i>SWOT Analysis</i>. Retrieved from investopedia: https://www.investopedia.com/terms/swot.asp 3. Chen James (2018, March). <i>Corporate Governance</i>. Retrieved from investopedia: https://www.investopedia.com/terms/c/corporategovernance.asp 	
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21	MGMT 210 Indigenous Management System	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Appreciate the role of inherent indigenous ideas in management • Creatively approach management problems • Develop sense of respect for wisdom from grassroots and its innovative ideas • Synthesize global and indigenous perspectives of management 	<p>Objective: The primary purpose is Self-Realization. Further to expose students to the development of Indian economic and management thought from the ancient times to the present days. The students would take a mental journey of 2500 to 3000 years with a view to learn from past to evolve creative responses to the contemporary and emerging challenges of economic enterprises.</p> <p>Unit 1 Rationale for studying ‘Indigenous Management System’, Integral unity vs. Synthetic unity, Business Management Systems in Ancient India, Corporate lessons from ShriMad-Bhagwad-Gita.</p> <p>Unit 2 Corporate lessons from Mahabharat, Manu’s Theory of Leadership, H.R. practices in Manu Smriti</p> <p>Unit 3 Economic thought during Freedom struggle, Buddhist Philosophy for Modern Management Dada Bhai Naroji’s Drain theory and its long run relevance, Economic Nationalism , Gandhian Economics, Trusteeship and Industrial Relations, Concept of Swadeshi, Safeguarding</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p style="text-align: center;">Section A</p> <p>Rationale for studying ‘Indigenous Management System’, Integral unity vs. Synthetic unity, Business Management Systems in Ancient India, Corporate lessons from Shri Mad-Bhagwad-Gita. Corporate lessons from Mahabharat, Manu’s Theory of Leadership, H.R. practices in Manu Smriti. Economic thought during Freedom struggle, Buddhist Philosophy for Modern Management Dada Bhai Naroji’s Drain theory and its long run relevance.</p> <p style="text-align: center;">Section B</p> <p>Economic Nationalism , Gandhian Economics, Trusteeship and Industrial Relations, Concept of Swadeshi, Safeguarding Traditional Indian Knowledge Systems, Concepts of Community, Knowledge Protection Rights (CKPR). Economy and Polity in Kautilya’s Arthashastra, Management Systems in Arthashastra, Creation and development of trusteeship Corporate enterprises in India, Corporate entrepreneurship with reference to case studies of Indian business houses.</p>	

			<p>Traditional Indian Knowledge Systems, Concepts of Community, Knowledge Protection Rights (CKPR)</p> <p>Unit 4 Economy and Polity in Kautilya's Arthashastra, Management Systems in Arthashastra, Creation and development of trusteeship Corporate enterprises in India, Corporate entrepreneurship with reference to case studies of Indian business houses, Factors of Creation(KPCL)vs. Production, Corporate Social Dharm and Returns To Communities (RTC)</p> <p>Unit 5 Concept of PURA Model, A new role of Government from empire to umpire, Creating level Field Playing, VISWA Model, Concept of Integrating Simplification, Integrating Socialism and Capitalism</p> <p>Text Book : T.1 Management Concepts in Ancient Indian Psycho-Philosophical Thought and Their Significance for Present Day Organization- Ipshta Bansal</p> <p>References Books : R1 Sharma Subhash - New Mantras in Corporate corridors From Ancient Routes to Global Roots R2 DasguptaAjit - A history of</p>	<p style="text-align: center;">Section C</p> <p>Factors of Creation(KPCL)vs. Production, Corporate Social Dharm and Returns To Communities (RTC). Concept of PURA Model, A new role of Government from empire to umpire, Creating level Field Playing, VISWA Model, Concept of Integrating Simplification, Integrating Socialism and Capitalism</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Bansal, I. (2002). <i>Management Concepts in Ancient Indian Psycho-Philosophic Thought and their Significance for Present Day Organizations (1 ed.)</i>, Jaipur: Popular Book Depot. 2. Sharma, S. (1996). <i>Management in New Age: Western Windows, Eastern Doors (2 ed.)</i>, New Age International Publication. 3. Sharma, S. (2007). <i>New Mantras In Corporate Corridors From Ancient Roots To Global Routes (2 ed.)</i>. New Delhi: New Age Int. Pvt. Ltd. 4. Chatterjee, B. K. (2002). <i>Arindam Chaudhuri, Count Your Chickens before They Hatch(1ed.)</i>, New Delhi: Vikas Publishing House (2001). 5. Dasgupta, Ajit K. (1993). <i>A History of Indian Economic Thought</i> (ed. 1). London and New York: Routledge history of economic thought series. 6. Bansal I. &Purohit H. (2004) Intellectual Property Rights-The emerging Issues for Industry 	
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Major/Minor Specialization Electives

Sr. No.	Course List	Learning Outcome	Existing Syllabus	Suggested Syllabus	Remarks
22	MGMT 403 Airlines and Airport Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand Indian Aviation structure. • Get a practical outlook of the Aviation Management. • Job readiness for the Aviation sector. 	<p>Objective: The objective of this course is to provide a comprehensive understanding of general principles of airlines and airport management to equip them with knowledge and skills requisite to become an aviation professional.</p> <p>Note: The paper will contain 10 questions having 2 questions from each unit; candidates will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Course Contents:</p> <p>Unit I: Airlines and Airport System Introduction: Airport, Airlines, Airport transportation system, Airside, Terminal, Landside, Airport security, ARFF, Aviation Industry: growth and development. Recent trends & future.</p> <p>Unit II: Airport Planning Airport planning system, Airport master plan, Airport layout plan, Land use planning, Runway Orientation & Runway Safety, Airport organizational structure, Airline network, Air traffic, Airport capacity, Airspace capacity, Congestions and Delays, Slot Allocation.</p> <p>Unit III: Brief history of Air cargo business, Role of Aviation sector in supply chain management, Types of cargo products, Air cargo terminal, Air Cargo Agency, Air Cargo Rates</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p style="text-align: center;">Section A</p> <p>Airlines and Airport System Introduction: Airport, Airlines, Airport transportation system, Airside, Terminal, Landside, Airport security, ARFF, Aviation Industry: growth and development. Recent trends & future, Airport Planning Airport planning system, Airport master plan, Airport layout plan, Land use planning, Runway Orientation & Runway Safety, Airport organizational structure, Airline network, Air traffic, Airport capacity, Airspace capacity, Congestions and Delays, Slot Allocation.</p> <p style="text-align: center;">Section B</p> <p>Brief history of Air cargo business, Role of Aviation sector in supply chain management, Types of cargo products, Air cargo terminal, Air Cargo Agency, Air Cargo Rates & Cargo Charges, International Air Transport Association (IATA) regulations, Dangerous Goods Regulation. Airlines and Airport Operations Fleet Management (Planning, Assignment, Scheduling), Route & Network Planning, Crew Scheduling, Manpower planning.</p> <p style="text-align: center;">Section C</p> <p>Airside operation, Landside operation, Terminal</p>	

			<p>&Cargo Charges, International Air Transport Association (IATA) regulations, Dangerous Goods Regulation.</p> <p>Unit IV:Airlines and Airport Operations Fleet Management (Planning, Assignment, Scheduling), Route & Network Planning, Crew Scheduling, Manpower planning, Airside operation, Landside operation, Terminal operations, Airline & Aircraft product & performance.</p> <p>Unit V Aviation Enterprise Management, Enterprise Concept in Aviation, Business Aspect, Ownership Models, Complexity of Aviation Business, Revenue Generation & Technological Advancement, Service Aspects of Aviation, Scopes for Aviation Managers.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Twell Alexander, Airport Planning and Management: Ashgate 2. BazarganMassoud, Airlines Operations & Scheduling: Ashgate 3. Paul Clark, Buying the Big Jet (Fleet Planning for Airlines): Ashgate 4. GullaumeBarghouwt, Airlines Network Development in Europe and its implication for Airport planning: Ashgate. 5. Jank Milan, The sustainability of Air Transport-A qualitative Analysis & Assignment- Ashgate. 6. Allaz Camille and SkilbeckJohn : The History of Air Cargo and 	<p>operations, Airline &Aircraft product&performance.Aviation Enterprise Management, Enterprise Concept in Aviation, Business Aspect, Ownership Models, Complexity of Aviation Business, Revenue Generation & Technological Advancement, Service Aspects of Aviation, Scopes for Aviation Managers.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Twell Alexander,(2007)Airport Planning and Management (3 Ed) Ashgate Publishing Ltd. New Delhi 2. GullaumeBarghouwt, (2010) Airlines Network Development in Europe and its implication for Airport planning (4 Ed) Ashgate Publishing Ltd. New Delhi. 3. Jank Milan, (2012)The sustainability of Air Transport-A qualitative Analysis & Assignment(7 Ed) Ashgate Publishing Ltd. New Delhi. <p>Suggested E Learning Material</p> <ol style="list-style-type: none"> 1. <i>Berry, T. (2019). Using Porter's Five Forces when creating your marketing plan.</i> Retrieved from https://www.mplans.com/articles/using-porters-five-forces-when-creating-your-marketing-plan/. 2. Srinivas. (2015). <i>Airport Planning and Design.</i> Retrieved from https://www.slideshare.net/srinivas2036/airport-planning-and-design 	
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			<p style="text-align: center;">Airmail from the 18th Century.</p> <p>Objective: To introduce students to the concepts of crew resource management. The course is an introduction to safe human-machine interaction. Students will be introduced to various categories of risk and how they relate to commercial and general aviation. This course provides the students with a foundation and framework in safety and important role of humans in safety administration.</p> <p>Note: The paper will contain nine questions. In any one of the units, there would be a 'case study problem' and in that unit there will be no choice question for the candidates. For the remaining four units, there would be two questions from each unit. Candidates are required to attempt four questions, taking at least one question from each unit, in addition to attempting the case study problem.</p> <p>Course Content:</p> <p>Unit I: Crew Resource Management (CRM) – Definition, Scope, Objectives. Basic Concepts of CRM, Management theories of CRM. CRM History. The safety culture of the organization, Importance of Safety, Enhancement of Safety. Limitations to our Performance in our Environment. Human Error and Error Management.</p> <p>Unit II: Communication and Assertiveness. Teamwork, Leadership and</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content:</p> <p style="text-align: center;">Section A</p> <p>Crew Resource Management (CRM) – Definition, Scope, Objectives. Basic Concepts of CRM, Management theories of CRM. CRM History. The safety culture of the organization, Importance of Safety, Enhancement of Safety. Limitations to our Performance in our Environment. Human Error and Error Management. Communication and Assertiveness. Teamwork, Leadership and Followership. Situation Awareness. Decision Making. CRM Training Methods, Developing Training Activities, Delivering Training. Success & Failure of CRM Training.</p> <p style="text-align: center;">Section B</p> <p>Safety Management System: Introduction, History & Evaluation, Meaning, Definition, Risk Matrix, Quality Management Principles, Emergency Responses, Government efforts to Improve safety Airline flight Safety. Safety in Commercial Aviation: Risk Factor, Classification, Analysis, Treatment. Hazards – Definition, Methods of Identification. Hazards Control-Principles, Methods, Hierarchy, Elimination Models, Human Factors.</p> <p style="text-align: center;">Section C</p> <p>Air Operations Areas safety Management, CRM: Cross-Cultural Perspectives. The cockpit culture. Prevention of crew-related incidents and accidents. Introduction to Aviation Medicine.</p>	
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MGMT 408
Crew
Resource
Management
and Aviation

Upon completion of the course, the student will be able to:

- Understand the basic concepts of Crew Resource Management, its history and safety cultures of various organizations.
- Understand safety management systems and human-machine interaction in this context.
- Identify and categorize risk in commercial and general aviation.
- Learn cross-cultural perspectives, the framework of safety and the role of humans in safety administration.

Objective: To introduce students to the concepts of crew resource management. The course is an introduction to safe human-machine interaction. Students will be introduced to various categories of risk and how they relate to commercial and general aviation. This course provides the students with a foundation and framework in safety and important role of humans in safety administration.

Note: The paper will contain nine questions. In any one of the units, there would be a 'case study problem' and in that unit there will be no choice question for the candidates. For the remaining four units, there would be two questions from each unit. Candidates are required to attempt four questions, taking at least one question from each unit, in addition to attempting the case study problem.

Course Content:

Unit I: Crew Resource Management (CRM) – Definition, Scope, Objectives. Basic Concepts of CRM, Management theories of CRM. CRM History. The safety culture of the organization, Importance of Safety, Enhancement of Safety. Limitations to our Performance in our Environment. Human Error and Error Management.

Unit II: Communication and Assertiveness. Teamwork, Leadership and

Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.

Course Content:

Section A

Crew Resource Management (CRM) – Definition, Scope, Objectives. Basic Concepts of CRM, Management theories of CRM. CRM History. The safety culture of the organization, Importance of Safety, Enhancement of Safety. Limitations to our Performance in our Environment. Human Error and Error Management. Communication and Assertiveness. Teamwork, Leadership and Followership. Situation Awareness. Decision Making. CRM Training Methods, Developing Training Activities, Delivering Training. Success & Failure of CRM Training.

Section B

Safety Management System: Introduction, History & Evaluation, Meaning, Definition, Risk Matrix, Quality Management Principles, Emergency Responses, Government efforts to Improve safety Airline flight Safety. Safety in Commercial Aviation: Risk Factor, Classification, Analysis, Treatment. Hazards – Definition, Methods of Identification. Hazards Control-Principles, Methods, Hierarchy, Elimination Models, Human Factors.

Section C

Air Operations Areas safety Management, CRM: Cross-Cultural Perspectives. The cockpit culture. Prevention of crew-related incidents and accidents. Introduction to Aviation Medicine.

			<p>Followership. Situation Awareness. Decision Making. CRM Training Methods, Developing Training Activities, Delivering Training. Success & Failure of CRM Training.</p> <p>Unit III: Safety Management System: Introduction, History & Evaluation, Meaning, Definition, Risk Matrix, Quality Management Principles, Emergency Responses, Government efforts to Improve safety Airline flight Safety.</p> <p>Unit IV: Safety in Commercial Aviation: Risk Factor, Classification, Analysis, Treatment. Hazards – Definition, Methods of Identification. Hazards Control-Principles, Methods, Hierarchy, Elimination Models, Human Factors, Air Operations Areas safety Management.</p> <p>Unit V: CRM: Cross-Cultural Perspectives. The cockpit culture. Prevention of crew-related incidents and accidents. Introduction to Aviation Medicine. Introduction to Aviation Safety & Security, Critical Incident Stress Management in Airline, Future Perspective.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Jensen, Richard S., Pilot Judgement & Crew Resource Management; Ashgate 2. Leonhardt Jorge & Vogt, Joachim Critical Incident Stress Management in Aviation 	<p>Introduction to Aviation Safety & Security, Critical Incident Stress Management in Airline, Future Perspective.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Jensen, R. S. (2015) <i>Pilot Judgement and Crew Resource Management (4 ed)</i> New Delhi. Ashgate. 2. Leonhardt, J.(2016) <i>Critical Incident Stress Management in Aviation (5 ed)</i>. Mumbai, Macgraw Hill 3. MacLeod, N. (2009) <i>Building safe systems in Aviation (3 ed)</i>.New Delhi Ashgate. 4. Stolzer, A. (2008) <i>Safety Management System in Aviation.(4 ed)</i> Ashgate. <p>Suggested E Learning Material</p> <ol style="list-style-type: none"> 1. Jones & Bartlett Learning (2016). <i>Crew Resource Management Concepts</i>. Retrieved from https://www.youtube.com/watch?v=2AtyMuYEK9M 2. FAA Safety Team Central Florida (2012). <i>Crew Resource Management - An Approach to System Safety</i>. Retrieved from https://www.youtube.com/watch?v=vshw56Zd5f8 3. George, R. Inside the secret shipping industry. Retrieved from https://www.ted.com/talks/rose_george_inside_the_secret_shipping_industry. 	
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			<p>3. Macleod Norman, Building Safe Systems in Aviation: A CRM Developer's Handbook. Ashgate.</p> <p>4. Stolzer Alan J., Halford Carl D., Goglia. Johan J. Safety Management System in Aviation</p>	
24	MGMT 414 Fundamentals and Principles of Aviation	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand the Indian Aviation structure. • Get a practical outlook of the Aviation Management. • Be job-ready for the Aviation sector. 	<p>Objective: The objective of this course is to include concepts of aviation management and fundamental delivery to the aviation professionals. Topics include Introduction, aviation Regulatory Management, Aviation terminologies & codes, aviation Components & Management will be covered in proper.</p> <p>The list of cases and specific references including recent articles will be announced and discussed in the class by the instructor.</p> <p>Note: The paper will contain 10 questions having 2 questions from each unit; candidates will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Course Contents:</p> <p>Unit I: Introduction to Aviation industry: Introduction, history & evolution, Global & Indian Perspectives, Classification of aviation, Civil Aviation, General aviation, Military aviation, Facts & figures regarding aviation industry.</p> <p>Unit II: Aviation Regulatory Management : International Aviation Organizations, Indian aviation organizations, Ministry of civil</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p>Section A</p> <p>Introduction to Aviation industry: Introduction, history & evolution, Global & Indian Perspectives, Classification of aviation, Civil Aviation, General aviation, Military aviation, Facts & figures regarding aviation industry. Aviation Regulatory Management : International Aviation Organizations.</p> <p>Section B</p> <p>Indian aviation organizations, Ministry of civil aviation, Director General Civil Aviation, Airport Authority of India, Bureau of Civil Aviation Security, NACIL & other Airlines. Aviation Terminologies & Codes: Introduction, Alphabetical Codes, Products, Airplane Parts, Technological Terminologies, Airlines & Airports Codes, Configurations & Roles.</p> <p>Section C</p> <p>AOCC & Air Traffic Management Introduction, Communications, Elements of ATM, Functions, Shortcomings of present ATM system, Future of ATM, Introduction of AOCC (Airport Operation Control Centre), Elements, components & Framework, Future aspects of operations. Aviation Management: Basic</p>

			<p>aviation, Director General Civil Aviation, Airport Authority of India, Bureau of Civil Aviation Security, NACIL & other Airlines.</p> <p>Unit III:Aviation Terminologies & Codes: Introduction, Alphabetical Codes, Products, Airplane Parts,</p> <p>Unit IV Technological Terminologies, Airlines & Airports Codes, Configurations & Roles.</p> <p>Unit IV:AOCC & Air Traffic Management Introduction, Communications, Elements of ATM, Functions, Shortcomings of present ATM system, Future of ATM, Introduction of AOCC (Airport Operation Control Center), Elements, components & Framework, Future aspects of operations.</p> <p>Unit V: Aviation Management: Basic Operations (Airport, Airline, Pax& Cargo), Air Traffic Control, aviation security & safety, Airport prospective in different disciplines.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> Alexander Twell, Airport Planning and Management: Ashgate BazarganMassoud, Airlines Operations & Scheduling: Ashgate List of online resources would be provided by the concerned faculty member. 	<p>Operations (Airport, Airline, Pax& Cargo), Air Traffic Control, aviation security & safety, Airport prospective in different disciplines.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> Airport Planning and Management: TwellAlexander, Ashgate. T2: Airlines Operations & Scheduling: MassoudBazargan, Ashgate. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> Hill, Michael. And Varone, F. Retrieved from https://www.researchgate.net/publication/312814047_The_Public_Policy_Process. OECD. (2012). <i>Public Governance of Public-Private Partnerships</i>. Retrieved from http://www.oecd.org/governance/budgeting/PPP-Recommendation.pdf. Nathan, R. (1995). <i>Reinventing Government: What Does It Mean?</i> Retrieved from https://www.jstor.org/stable/977192?seq=1#metad_ata_info_tab_contents. 	
25	MGMT 432 Banking and Financial Services	Upon completion of the course, the student will be able to: <ul style="list-style-type: none"> Understand and 	Note: The paper will contain nine questions having a compulsory case study in any one unit. Candidates are required to attempt five questions in taking at least one	Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the	

		<p>analyze the banking structure of India in light of the legal structure.</p> <ul style="list-style-type: none"> • Gets a practical outlook of the retail banking and the legal formalities associated with it. • Understand the aspects of financial planning and retirement planning which will help in better future planning of finances. • Job readiness for financial advising and banking jobs. 	<p>question from each unit. Case Study will be compulsory.</p> <p>Course Contents:</p> <p>Unit I Indian Banking Structure, Role & functions of RBI, RBI Act 1934, Banking Regulation Act 1949, KYC & AML, Banking Ombudsman, CRR, SLR, MCLR, Repo & Reverse Repo Rate, Functions of Banks. Payment banks, Small finance banks.</p> <p>Unit II: Retail Banking: Types of Customers, Account and Deposit, Banker Customer Relationship, Banker Customer Special Relationship, Negotiable Instruments: Cheques, Bills of Exchange, Promissory notes, Cheque collection, payer and holder in due course. Account Closure and Account Closure under Special Situation. Overview of direct banking channels</p> <p>Unit III: Credit: 5 C's of Credit, Loan Appraisal Process, Retail loan: Home loan, Personal loan, Educational Loan. Corporate Loans: Working capital financing, Export financing, Term loan.</p> <p>Unit IV Types of Mutual funds, Types of insurance: Life Insurance, General Insurance: Health, Motor vehicle, House, Accidental insurance. Financial Planning & Wealth Management: Relevance, need, importance. Need assessment of client, developing optional plan, PF statement analysis.</p> <p>Unit V: Retirement and Estate Planning:</p>	<p>candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p>Section A</p> <p>Indian Banking Structure, Role & functions of RBI, RBI Act 1934, Banking Regulation Act 1949, KYC & AML, Banking Ombudsman, CRR, SLR, MCLR, Repo & Reverse Repo Rate, Functions of Banks. Payment banks, Small finance banks.</p> <p>Retail Banking: Types of Customers, Account and Deposit, Banker Customer Relationship, Banker Customer Special Relationship, Negotiable Instruments: Cheques, Bills of Exchange, Promissory notes, Cheque collection, payer and holder in due course. Account Closure and Account Closure under Special Situation. Overview of direct banking channels</p> <p>Section B</p> <p>Credit: 5 C's of Credit, Loan Appraisal Process, Retail loan: Home loan, Personal loan, Educational Loan. Corporate Loans: Working capital financing, Export financing, Term loan.</p> <p>Types of Mutual funds, Types of insurance: Life Insurance, General Insurance: Health, Motor vehicle, House, Accidental insurance.</p> <p>Section C</p> <p>Financial Planning & Wealth Management: Relevance, need, importance. Need assessment of client, developing optional plan, PF statement analysis. Retirement and Estate Planning: Relevance, Estate Planning: Succession Act (Hindu-Indian), Tax incidence of various transactions, succession efficiency. Retirement Planning- Retirement solutions & pension plans, choosing and managing retirement portfolio, reverse mortgage.</p> <p>Suggested Reading:</p> <p>1. Gomez, C. (2011). <i>Banking and Finance Theory, Law and Practice</i>(1 ed.). New Delhi:</p>	
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Relevance, Estate Planning: Succession Act (Hindu-Indian), Tax incidence of various transactions, succession efficiency. Retirement Planning- Retirement solutions & pension plans, choosing and managing retirement portfolio, reverse mortgage.

Suggested Reading:

1. Gomez, C. (2011). *Banking and Finance Theory, Law and Practice*(1 ed.). New Delhi: PHI Learning.
2. Gopinath, M. N. (2017). *Banking Principles and Operations*(7 ed.). Mumbai: Snow White Publications.
3. IIBF. (2017). *Legal and Regulatory Aspects of Banking*(3 ed.). Mumbai: Macmillan.
4. IIBF. (2017). *Principles & Practices of Banking*(3 ed.). Mumbai: Macmillan.
5. IIBF. (2017). *Retail Banking*(3 ed.). Mumbai: Macmillan.
6. Vinay Dutta, K. S. (2013). *Commercial Bank Management*(1 ed.). Mumbai: Tata McGraw Hill.
7. PROSCHOOL, I. (2012). Retirement planning and Employee Benefits (Vol. 3). Tata MCGraw Hill Education Private Limited.

Suggested E-Learning Resources:

- 1) Arslanian, H. (2016, December 5). How FinTech is Shaping the Future of Banking. Retrieved from Youtube: <https://www.youtube.com/watch?v=pPkNtN8G7q8>
- 2) MSG. (2014). Case Study of the Indian Banking and Financial Services Industry using Strategic Tools. Retrieved from Management Study Guide: <https://www.managementstudyguide.com/ca>

PHI Learning.

2. Gopinath, M. N. (2017). *Banking Principles and Operations*(7 ed.). Mumbai: Snow White Publications.
3. IIBF. (2017). *Legal and Regulatory Aspects of Banking*(3 ed.). Mumbai: Macmillan.
4. IIBF. (2017). *Principles & Practices of Banking*(3 ed.). Mumbai: Macmillan.
5. IIBF. (2017). *Retail Banking*(3 ed.). Mumbai: Macmillan.
6. Vinay Dutta, K. S. (2013). *Commercial Bank Management*(1 ed.). Mumbai: Tata McGraw Hill.
7. PROSCHOOL, I. (2012). Retirement planning and Employee Benefits (Vol. 3). Tata MCGraw Hill Education Private Limited.

Suggested E-Learning Resources:

- 1) Arslanian, H. (2016, December 5). How FinTech is Shaping the Future of Banking. Retrieved from Youtube: <https://www.youtube.com/watch?v=pPkNtN8G7q8>
- 2) MSG. (2014). Case Study of the Indian Banking and Financial Services Industry using Strategic Tools. Retrieved from Management Study Guide: <https://www.managementstudyguide.com/case-study-of-indian-banking-and-financial-services-industry.htm>
- 3) MSG. (2018, December). Management Study Guide. Retrieved from Management Study Guide: <https://www.managementstudyguide.com/history-of-modern-banking.htm>

			<p>se-study-of-indian-banking-and-financial-services-industry.htm</p> <p>3) MSG. (2018, December). Management Study Guide. Retrieved from Management Study Guide: https://www.managementstudyguide.com/history-of-modern-banking.htm</p>	
26	MGMT 433 Taxation	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand the basic principles underlying the Income Tax Act. • Analyze the assessment procedure and representation before appropriate authorities under the law. • Understand the intricacies and calculations associated with tax. • To do better tax management and advisory. 	<p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidates will be required to attempt 5 questions taking 1 Question from each unit.</p> <p>Course Content:</p> <p>Unit I: Introduction to Direct Taxes- Income Tax, Introduction to Wealth Tax. Important Provision of Income Tax Act, Basic Concepts: Assessment Years, Previous Years, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income;</p> <p>Income From Salary: Meaning, Taxability of Allowances and Perquisites, Permissible Education, Treatment of PF, Gratuity, Numerical problems on Salary calculation.</p> <p>Unit II: Income from Business and Profession: Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation, Numerical problems Income From House Property: Calculation of House property Income.</p> <p>Unit III: Income From Capital Gains: Calculation of Short term & Long term Capital Gain. Income From</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p style="text-align: center;">Section A</p> <p>Introduction to Direct Taxes: Income Tax, Introduction to Wealth Tax. Important Provision of Income Tax Act, Basic Concepts: Assessment Years, Previous Years, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income; Income From Salary: Meaning, Taxability of Allowances and Perquisites, Permissible Education, Treatment of PF, Gratuity, Numerical problems on Salary calculation.</p> <p style="text-align: center;">Section B</p> <p>Income from Business and Profession: Basis of Charge, Scheme of Provisions, Deductions Expenses Allowed, Expenses Allowed Under Restriction, Depreciation, Numerical problems Income From House Property: Calculation of House property Income.</p> <p>Income From Capital Gains: Calculation of Short term & Long term Capital Gain. Income From other Sources, Calculations, Carry forward and Set off of Losses.</p> <p style="text-align: center;">Section C</p>

			<p>other Sources- Calculations, Carry forward and Set off of Losses.</p> <p>Unit IV: Deduction: Deduction Allowed From Total Income, Rebates and Relief; TDS: Tax Deduction at Source, Advance Payment of Tax, Filling of Returns, Tax Planning in Relation to NRIs.</p> <p>Unit V: Introduction to Indirect Taxes- Custom Duty; GST, Basics of IGST, CGST, SGST, UGST laws. Levy of CGST, SGST, IGST, UGST.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Singhania, V.K., & Singhania, M. (2018). Students' Guide to Income Tax including GST. 58 Ed.. New Delhi: Taxman Publication. 2. Mehrotra, H.C. (2018). Income Tax Law. 59 Ed. Agra: Sahitya Bhawan 3. Singhania, V.K., & Singhania, K. (2018). Direct taxes law and practice. 59 Ed. New Delhi: Taxman Publication. <p>Suggested E-Learning Resources:</p> <ol style="list-style-type: none"> 1. Clear Tax. (2019, Jan 30). <i>cleartax.in</i>. Retrieved march 1, 2019, from https://cleartax.in/s/corporate-tax:https://cleartax.in/s/corporate-tax 2. Dave, R. (2017, August 28). https://economictimes.indiatimes.com/wealth/tax/how-to-calculate-short-term-and-long-term-capital-gains-and-tax-on-these/articleshow/60230745.cms. Retrieved March 2019, from economictimes.indiatimes.com: https://economictimes.indiatimes.com/wealth/tax/how-to-calculate-short-term-and-long-term-capital-gains-and-tax-on-these/articleshow/60230745.cms 	<p>Deduction: Deduction Allowed From Total Income, Rebates and Relief; TDS: Tax Deduction at Source, Advance Payment of Tax, Filling of Returns, Tax Planning in Relation to NRIs.</p> <p>Introduction to Indirect Taxes- Custom Duty; GST, Basics of IGST, CGST, SGST, UGST laws. Levy of CGST, SGST, IGST, UGST.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Singhania, V.K., & Singhania, M. (2018). Students' Guide to Income Tax including GST. 58 Ed.. New Delhi: Taxman Publication. 2. Mehrotra, H.C. (2018). Income Tax Law. 59 Ed. Agra: Sahitya Bhawan 3. Singhania, V.K., & Singhania, K. (2018). Direct taxes law and practice. 59 Ed. New Delhi: Taxman Publication. <p>Suggested E-Learning Resources:</p> <ol style="list-style-type: none"> 1. Clear Tax. (2019, Jan 30). <i>cleartax.in</i>. Retrieved march 1, 2019, from https://cleartax.in/s/corporate-tax:https://cleartax.in/s/corporate-tax 2. Dave, R. (2017, August 28). https://economictimes.indiatimes.com/wealth/tax/how-to-calculate-short-term-and-long-term-capital-gains-and-tax-on-these/articleshow/60230745.cms. Retrieved March 2019, from economictimes.indiatimes.com: https://economictimes.indiatimes.com/wealth/tax/how-to-calculate-short-term-and-long-term-capital-gains-and-tax-on-these/articleshow/60230745.cms 3. Ernst & Young Global Limited. (n.d.). https://www.ey.com/in/en/services/ey-goods-and-services-tax-gst. Retrieved March 1, 2019, from www.ey.com: https://www.ey.com/in/en/services/ey-goods-and-services-tax-gst 4. Income Tax Management. 	
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27	MGMT 429 Security Analysis and Portfolio Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand the dynamics of the markets and the role of the market participants bringing efficiency to the markets. • Understand the concepts of valuation of financial securities. • Understand portfolio allocation and how assets are priced in financial markets. 	<p>Objective : To objective of this course is to explain concept of investment and the process involved in investment decisions. It also aims to explain the investment environment, alternatives, equity research and markets.</p> <p>Note :The paper will contain 10 questions having 2 questions from each unit. Candidates will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Course Contents:</p> <p>Unit I Nature of investment decisions and the investment decision process, the investment environment concept of investment risk and its various types. An overview of</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p style="text-align: center;">Section A</p> <p>Nature of investment decisions and the investment decision process, the investment environment concept of investment risk and its various types. An overview of Indian stock markets and trends, Behavioural finance and its implications, ADR, GDR, Reverse fungibility, Global indices. Analysis of fixed Income securities: various fixed Income securities and their unique Features: Valuation of Fixed Income</p>	

			<p>Indian stock markets and trends, Behavioural finance and its implications, ADR, GDR, Reverse fungibility, Global indices</p> <p>Unit II Analysis of fixed Income securities: various fixed Income securities and their unique Features: Valuation of Fixed Income securities and systematic risk Involved, major Factors in Bond Rating process, Introduction to Bond Management strategies.</p> <p>Unit III Efficient market hypothesis- various forms and significance. Fundamental analysis: Economic analysis and economic approach, Econometric model building approach industry analysis- Features necessary for industry analysis, Techniques of industry analysis.</p> <p>Unit IV Need for company level analysis, Quantitative analysis forecasting of EPS. Traditional and modern methods qualitative analysis, Fundamental analysis vs. Technical analysis, meaning of technical analysis, origin and development of technical analysis- Dow theory classical and modern technical analysis, Market indicators.</p> <p>Unit V Inputs to portfolio analysis- Risk and return characteristics of individual assets, Expected return and risk of portfolio, Diversification of risk, portfolio free selection problem, selection of risk, concept of risk free asset, risk</p>	<p>securities and systematic risk Involved, major Factors in Bond Rating process, Introduction to Bond Management strategies.</p> <p style="text-align: center;">Section B</p> <p>Efficient market hypothesis- various forms and significance. Fundamental analysis: Economic analysis and economic approach, Econometric model building approach industry analysis- Features necessary for industry analysis, Techniques of industry analysis. Need for company level analysis, Quantitative analysis forecasting of EPS. Traditional and modern methods qualitative analysis,</p> <p style="text-align: center;">Section C</p> <p>Fundamental analysis vs. Technical analysis, meaning of technical analysis, origin and development of technical analysis- Dow theory classical and modern technical analysis, Market indicators. Inputs to portfolio analysis- Risk and return characteristics of individual assets, Expected return and risk of portfolio, Diversification of risk, portfolio free selection problem, selection of risk, concept of risk free asset, risk free lending and risk borrowing.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Chandra, P. (2017). <i>Investment Analysis and Portfolio Management</i> (5 ed.). New Delhi: McGraw Hill. 2. Donald E Fischer, R. J. (2007). <i>Security Analysis and Portfolio Management</i> (6 ed.). Noida: Prentice Hall 3. William Sharpe, A. G. (2017). <i>Investments</i> (11 ed.). Noida: Prentice Hall. <p>Suggested E Learning Materials</p> <ol style="list-style-type: none"> 1. Mitra, V. (2016). <i>Basics of Investment, Nature & Scope , elements, Avenues</i>. Retrieved from https://www.youtube.com/watch?v=I69HpWIEwH0. 	
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			<p>free lending and risk borrowing.</p> <p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Chandra: Investment Analysis and Portfolio Management: - Tata McGraw 2. Sharpe: Investment:- Prentice Hall 3. Brealey: Principles of Corporate Finance:- Tata Mc Graw. 4. Rossfield: Technical Analysis – Prentice Hall 5. Fischer: Security Analysis and Portfolio Management: - Prentice Hall 	<ol style="list-style-type: none"> 2. Banerjee, A. (2018) <i>Stock Trend & Pattern Analysis Using Excel</i>. Retrieved from https://www.youtube.com/watch?v=YKrngfEM9g. 3. Purohit,H. &Soni, T. (2018) <i>Commodity Market</i>. Retrieved from https://www.youtube.com/watch?v=ooneWVRmBpw 	
28	MGMT 401 Advance Readings in HRD and HQD	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand the concept of Institution building, the role of management in institution Building and the impact of institutions on society • Learn about the various Indian Models of Leadership and their implications for managers • Gain in-depth knowledge about Role and Role Analysis and their significance for the individual and organizations • Learn about organization culture and its implication for managers • Understand HR polices, cultural differences, IHRM, 	<p>Objective: Based on the journals articles and recent books, this course aims at exposing students to latest thinking in HRD and HQD, by learning about leadership and related HRD issues in the corporate and social context and development of inner qualities to face the challenges of the outer world. It also aims at developing excellence, motivation and human concerns while managing in a competitive scenario.</p> <p>Note :The paper will contain 10 questions having 2 questions from each unit. Candidates will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Course Contents:</p> <p>Unit I Readings would be so selected as to also cover the following aspects. Institution building: process, values for institution building, role of top management, role models in institution building from social, educational and corporate management field.</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p style="text-align: center;">Section A</p> <p>Readings would be so selected as to also cover the following aspects. Institution building: process, values for institution building, role of top management, role models in institution building from social, educational and corporate management field.</p> <p>Leadership: comparison of western and Japanese leadership model, Indian models for leadership: Pioneering Innovative, Nurturant task model, transformation leadership Indian context, profile of an effective leader. Teamwork and Mentoring.</p> <p style="text-align: center;">Section B</p> <p>Role: Concept, role taking V/s role making. Integration of individual with organization, types of role stress. Coping with stress, role analysis process, role efficacy-concept and dimensions of role efficacy.</p> <p>Organisation culture and its implication for managers. Organisational effectiveness.Organisation&</p>	

		<p>Audit of Human Resource, HRA & HRIS</p>	<p>Unit II Leadership: comparison of western and Japanese leadership model, Indian models for leadership: Pioneering Innovative, Nurturant task model, transformation leadership Indian context, profile of an effective leader. Teamwork and Mentoring</p> <p>Unit III Role: Concept, role taking V/s role making. Integration of individual with organization, types of role stress. Coping with stress, role analysis process, role efficacy-concept and dimensions of role efficacy.</p> <p>Unit IV Organisation culture and its implication for managers. Organisational effectiveness. Organisation & environment interface. Indian environment and organizational behavior.</p> <p>Unit V HRD audit. International Human Resource Management: Defining IHRM, cultural differences & HRM, HR Policies across cultures, Recruiting, Selecting, Training, Appraising and Compensating international Managers. Human Resource Accounting: Concept, approaches to HRA, controlling cost of Manpower. Introduction to HRIS. Content analysis of books in HRD and HQD.</p> <p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Sharma Subhash: New Mantras in Corporate Corridors: From Ancient Routes to Global Roots, New Age International Publishers. 2. Pareek Udai : Beyond Management: 	<p>environment interface. Indian environment and organizational behavior.</p> <p style="text-align: center;">Section C</p> <p>HRD audit. International Human Resource Management: Defining IHRM, cultural differences & HRM, HR Policies across cultures, Recruiting, Selecting, Training, Appraising and Compensating international Managers. Human Resource Accounting: Concept, approaches to HRA, controlling cost of Manpower. Introduction to HRIS. Content analysis of books in HRD and HQD.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 6. McCauley-Smith, C. (2017). Book review: HRD, OD, and institution building: Essays in memory of Udai Pareek. 7. Pareek's, U. (2017). <i>Undersnading Orgaizational Behaviour</i>(4 ed.) New Delhi: Oxford University Press. 8. Sinha, J. B. (1995). <i>The cultural context of leadership and power</i>. New Delhi :SAGE Publications Pvt. Limited. 9. Chakraborty, S.K (1987). <i>Managerial Effectiveness and Quality of Work Life; Indian Insights</i>. New Delhi: Tata McGraw-Hill Publishing Company Limited 10. Pareek, U. (1994). <i>Making organizational roles effective</i>. Tata McGraw-Hill. 11. Rao, T. V. (2014). <i>HRD audit: Evaluating the human resource function for business improvement</i>. SAGE Publications India. <p>Suggested E Learning Materials:</p> <ol style="list-style-type: none"> 1. Radjou, N. (2014). <i>Creative problem-solving in the face of extreme limits</i>. Retrieved from https://www.ted.com/talks/navi_radjou_creative_problem_solving_in_the_face_of_extreme_limits/transcript?language=en. 	
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			<p>Essays on Institution Building & Related Topics, Oxford & IBH Publications.</p> <ol style="list-style-type: none"> 3. PareekUdai : Making Organizational Roles Effective, Tata Me Graw Hill, (P) Ltd. 4. Rao V.S.P. : Human Resource Management, Excel Books. 5. Arm wakhloo: Managing from the Heart, Response Books. 6. Chakraborty S. K. Managerial effectiveness and quality of work life Indian Insights, Tata Me Graw Hill Publishing Company Ltd. 7. Chakraborty S. K. : Human Response Development Exploring Transformational Values. Newage international (P) Ltd. 8. Hawley Jack : Reawakening the spirit in work, the power of Dharmic management, Tata McGraw hill Publishing Company Lid 9. Dharni P. Sinha: Cultural context of leadership and power,Sage Publications. 10. Rao T.V : HRD Audit, T.V.Rao Learning systems. 11. Kao Henry S.R. Sinha &Wilpert: Management and cultural values: Indigenisation of organisations in Asia: Sage publications. 	<ol style="list-style-type: none"> 2. Mehta, A. (2018). <i>New Models of Leadership</i>. Retrieved from https://www.youtube.com/watch?v=xC8SD2S5Hok. 3. Hunt, L. (2013). <i>The power of mentoring</i>. Retrieved from https://www.youtube.com/watch?v=Atme26C015E. 	
29	MGMT 417 Human Resource Development System	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> ○ Understand the fundamental 	<p>Course Content:</p> <p>Unit 1 Changing role of HRD in Liberalized Economy, Trends in HR: present and future; HRD climate; Role of HRD in improving effectiveness of a firm;</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one</p>	

		<p>differences among Human Resources, Human Resource System and Human Resource Development.</p> <ul style="list-style-type: none"> ○ Understand the changing trends in HRDS. ○ Identify and work in each of the Human Resource Development Systems. 	<p>Introduction to SHRM.</p> <p>Unit 2 Work system: Work planning and role analysis; Performance Management: Potential Appraisal, Performance Appraisal- methods and processes of performance appraisal, 360 degree appraisal. Recruitment, Induction & Socializing Systems</p> <p>Unit 3 Career and development system: Career development and planning, assessment centers, career management, motivational aspects of HRD, practices in career management.</p> <p>Unit 4 Training system: Identification of training and development needs, managing the training system, evaluating the effectiveness of training and development program, cross cultural training, action research in training.</p> <p>Unit 5 Reward system: Job Evaluation- process and methods; Practices in wage payment, paying for performance, monetary and non monetary aspects of reward systems, Fringe Benefits, trends in reward system.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Pareek Udai and Rao V. T: Designing and Managing Human Resource Development Systems; Oxford and IBH Publishing co.pvt Ltd. 2. Pareek Udai: Evaluating Human 	<p>question from each section.</p> <p>Course Content:</p> <p style="text-align: center;">Section A</p> <p>Changing role of HRD in Liberalized Economy, Trends in HR: present and future; HRD climate; Role of HRD in improving effectiveness of a firm; Introduction to SHRM.</p> <p>Work system: Work planning and role analysis; Performance Management: Potential Appraisal, Performance Appraisal- methods and processes of performance appraisal, 360 degree appraisal. Recruitment, Induction & Socializing Systems</p> <p style="text-align: center;">Section B</p> <p>Career and development system: Career development and planning, assessment centers, career management, motivational aspects of HRD, practices in career management.</p> <p>Training system: Identification of training and development needs, managing the training system, evaluating the effectiveness of training and development program, cross cultural training, action research in training.</p> <p style="text-align: center;">Section C</p> <p>Reward system: Job Evaluation- process and methods; Practices in wage payment, paying for performance, monetary and non monetary aspects of reward systems, Fringe Benefits, trends in reward system.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Pareek, U & Rao V.T. (2003). <i>Designing and Managing Human Resource Development Systems</i> (3 ed.); Oxford and IBH Publishing Co. Pvt .Ltd. New Delhi. 	
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			<p>Resource Development; Jaipur HRD Research Foundation.</p> <p>3. Rolf P. Lynton and Pareek: Training for Organizational Transformation Part1 Part 2; Sage Publications.</p> <p>4. PareekUdai: Training Instruments for HRD;Tata McGraw Hill.</p> <p>Suggested Readings:</p> <p>1.Pareek, U & Rao V.T. (2003).<i>Designing and Managing Human Resource Development Systems</i> (3 ed.); Oxford and IBH Publishing Co. Pvt .Ltd. New Delhi.</p> <p>2. Pareek, U. (2006). <i>Organizational Behavior Processes</i>. New Delhi: Rawat Publications.</p> <p>Suggested E Learning Materials</p> <p>1. Farsight.(2019). Organizational effectiveness through HRD in the Changed Liberalized markets.Retrieved from https://farsightitsolutions.com/organizational-effectiveness-through-hrd/.</p> <p>2. Mohanty, R. (2012). Shrm-Introduction.Retrieved from https://www.slideshare.net/rajivmohanty/shrm-introduction.</p> <p>3. Mehta, A. (2018). New Trends in HRM. Retrieved from https://www.youtube.com/watch?v=dAFSHgr-Udk</p> <p>4. McCord, P.(2015). HR lessons from the world of Silicon Valley start-ups. Retrieved from https://www.ted.com/talks/patty_mccord_lessons_from_a_silicon_valley_mav</p>	<p>2. Pareek, U. (2006). <i>Organizational Behavior Processes</i>. New Delhi: Rawat Publications.</p> <p>Suggested E Learning Materials</p> <p>5. Farsight.(2019). Organizational effectiveness through HRD in the Changed Liberalized markets.Retrieved from https://farsightitsolutions.com/organizational-effectiveness-through-hrd/.</p> <p>6. Mohanty, R. (2012). Shrm-Introduction.Retrieved from https://www.slideshare.net/rajivmohanty/shrm-introduction.</p> <p>7. Mehta, A. (2018). New Trends in HRM. Retrieved from https://www.youtube.com/watch?v=dAFSHgr-Udk</p> <p>8. McCord, P.(2015). HR lessons from the world of Silicon Valley start-ups. Retrieved from https://www.ted.com/talks/patty_mccord_lessons_from_a_silicon_valley_maverick_new_ways_of_working_and_collaborating</p>	
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30	MGMT 424 Organization Development and Change Management	<ul style="list-style-type: none"> • Upon completion of the course, the student will be able to: • Gain an insight into how to lead, adapt, and manage change. • Develop skills to collaboratively manage the culture of an organization to attain the goals and purposes of the organization. • Develop the skills to design interventions as needed. • Learn the technicalities of counseling and will gain skills for counseling as intervention. 	<p>Objective : The objective of the paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioral science.</p> <p>Note : The paper will contain 10 question having 2 questions from each unit. Candidate will be required to attempt 5 questions, taking 1 question from each unit.</p> <p>Course Contents :</p> <p>Unit I Organizational Change: Reasons for change, Organizational evolution and life cycle, Process of organizational change, Guidelines for facilitating change, Role and skills of change agent, Internal and external change agents, Issues in client-consultant relationship. ‘Resistance to change’</p> <p>Unit II Changing corporate context and organization development, concept, need for O.D., History and various stems of O.D., Values, Assumptions and beliefs in O.D., The O.D. Process.</p> <p>Unit III O.D. interventions – classification, individual development, Personal effectiveness, Sensitivity training, Life and career planning interventions, Group and team interventions, Role analysis, Process consultation, Team building, Visioning, Appreciative inquiry, Responsibility charting.</p> <p>Unit IV Inter-Group intervention–</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents :</p> <p>Section A</p> <p>Organizational Change: Reasons for change, Organizational evolution and life cycle, Process of organizational change, Guidelines for facilitating change, Role and skills of change agent, Internal and external change agents, Issues in client-consultant relationship. ‘Resistance to change’</p> <p>Changing corporate context and organization development, concept, need for O.D., History and various stems of O.D., Values, Assumptions and beliefs in O.D., The O.D. Process.</p> <p>Section B</p> <p>O.D. interventions – classification, individual development, Personal effectiveness, Sensitivity training, Life and career planning interventions, Group and team interventions, Role analysis, Process consultation, Team building, Visioning, Appreciative inquiry, Responsibility charting.</p> <p>Inter-Group intervention–Organization mirroring, Partnering, Comprehensive interventions– Future search conference, Confrontation meeting, Survey feedback, Grid O.D., Structural Interventions, Quality and O.D.</p> <p>Section C</p> <p>Counseling: Introduction, Counselor’s attitude and</p>	

			<p>Organization mirroring, Partnering, Comprehensive interventions– Future search conference, Confrontation meeting, Survey feedback, Grid O.D., Structural Interventions, Quality and O.D.</p> <p>Unit V Counselling: Introduction, Counselor’s attitude and skills in counselling, Process of counselling, Problems in counselling- with counselor, with staff and with process, Issues in counseling.</p> <p>Change and OD : Integrating OD and organization strategy, Change, competitive advantage and role of OD, Managing change in era of mergers and acquisitions.</p> <p>Case studies may be used by the instructor for developing greater understanding of the course.</p> <p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Wendell French L and Bell cecil H; Organization Development Interventions for organizational Improvement, Prentice Hall of India. 2. Ramnarayan S., Rao T.V, Singh Kuldeep: Organization Development: Interventions and strategies; Response Books. 3. Longman, Addison Welsey O. D. Series. 4. Sinha Dharni P : T-Group, Team building & Organisation Development; ISABS, Delhi 	<p>skills in counselling, Process of counselling, Problems in counselling- with counselor, with staff and with process, Issues in counseling.</p> <p>Change and OD : Integrating OD and organization strategy, Change, competitive advantage and role of OD, Managing change in era of mergers and acquisitions.</p> <p>Case studies may be used by the instructor for developing greater understanding of the course.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. French, Wendell L., and Cecil, Bell H.(2014)<i>Organization Development</i> (6 ed).New Delhi: PHI. 2. Cummings, Thomas G., and Worley, Christopher G. (2007). <i>Organization Development and Change</i> (8 ed). Haryana: Thomson. 3. Singh, Kavita (2011). <i>Organisation Change and Development</i> (2 ed). New Delhi: Excel Books. 4. Nigel, Maclennan (1998). <i>Counselling for Managers</i>. Vermont: Grower Paperback. <p>Suggested E Learning Materials</p> <ol style="list-style-type: none"> 1. Moores, K., & Yuen, S. (2001). Management accounting systems and organizational configuration: a life-cycle perspective. <i>Accounting, organizations and society</i>, 26(4-5), 351-389. 2. HEATHFIELD, S. (2018).What is resistance to change? Retrieved from https://www.thebalancecareers.com/what-is-resistance-to-change-1918240. 3. Zala, Y. (2014). Team Building.Retrieved from https://www.slideshare.net/maximus66/team-building-presentation-35292365. 	
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<p>31</p>	<p>MGMT 407 Consumer Behaviour</p>	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand consumer behavior in different settings. • Apply consumer behavior knowledge in marketing and its applications. • Apply the knowledge of CRM in its marketing applications. 	<p>Objective : The course strives to make the students understand what influences consumer behavior and how specific behavior can be inspired and/or dealt with.</p> <p>Note :The paper will contain 10 questions having two questions from each unit. Candidates will be required to attempt five question taking atleast one question from each unit.</p> <p>Course Contents :</p> <p>Unit I Consumer Behavior- Nature, scope and Application. Consumers and market segments, limitations of Demographics in predicting consumer behaviour, lifestyle and psychographic segmentation.</p> <p>Unit II Consumer as an Individual: consumer needs and motivation, theories of personality and their implications for consumer behaviour, consumer perception and attitude. Theories of learning and communications.</p> <p>Unit IIIConsumers in their social and cultural settings: Group dynamics, reference groups and consumer behaviour. Influence of family and social class. Influence of cultural, sub cultural and cross-cultural aspects on consumer behaviour.</p> <p>Unit IVConsumer decision processes: Problem recognition, search and evaluation, purchasing processes</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents :</p> <p style="text-align: center;">Section A</p> <p>Consumer Behavior- Nature, scope and Application. Consumers and market segments, limitations of Demographics in predicting consumer behaviour, lifestyle and psychographic segmentation. Consumer as an Individual: consumer needs and motivation, theories of personality and their implications for consumer behaviour, consumer perception and attitude. Theories of learning and communications.</p> <p style="text-align: center;">Section B</p> <p>Consumers in their social and cultural settings: Group dynamics, reference groups and consumer behaviour. Influence of family and social class. Influence of cultural, sub cultural and cross-cultural aspects on consumer behaviour. Consumer decision processes: Problem recognition, search and evaluation, purchasing processes and post purchase behaviour, High involvement and low involvement consumer decisions.</p> <p style="text-align: center;">Section C</p> <p>Opinion leadership and its dynamics. Diffusion of innovation. Modelling consumer Behavior: Traditional models of consumer behaviour, Howard and Sheth model, recent developments in modelling buyer behaviour, organizational buying behaviour: influences, the buying situation, decision making process, concept of Customer Relationship Management and its Managerial Application Consumer Behaviour in non profit sectors.</p> <p>Suggested Reading:</p>	
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			<p>and post purchase behaviour, opinion leadership and its dynamics. Diffusion of innovation. High involvement and low involvement consumer decisions.</p> <p>Unit V Modelling consumer Behavior: Traditional models of consumer behaviour, Howard and Sheth model, recent developments in modelling buyer behaviour, organizational buying behaviour: influences, the buying situation, decision making process, concept of Customer Relationship Management and its Managerial Application Consumer Behaviour in non profit sectors.</p> <p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Schiffman&Kanuk : Consumer Behavior, Prentice Hall 2. Engel, Kotler, Blackwell : Consumer Behavior, Pearson. 3. F.M. Nicosia. : Consumer Decision Process 	<ol style="list-style-type: none"> 1. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2003). Consumer Behavior (9th ed.). Australia: Thomson. 2. Schiffman, L., & Kanuk, L. (2007). Consumer Behavior (9 ed.). Pearson. 3. Loudon, D. L., & Bitta, A. J. (1993). Consumer Behavior: Concepts and Applications (4th ed.). New York: McGraw-Hill. <p>Suggested E Learning Material</p> <ol style="list-style-type: none"> 1. Lee, H. J., Jeong Cho, H., Xu, W., & Fairhurst, A. (2010). The influence of consumer traits and demographics on intention to use retail self-service checkouts. <i>Marketing Intelligence & Planning</i>, 28(1), 46-58. 2. Pine, J. (2014). <i>What consumers want</i>. Retrieved from https://www.ted.com/talks/joseph_pine_on_what_consumers_want 3. University of Tasmania (2016). <i>The psychology behind consumer behavior</i>. https://www.youtube.com/watch?v=vJR2HwvrzCQ 	
32	MGMT 428 Sales and Distribution Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand the concepts of sales management • Become well versed with the concept of distribution management and the related operations of various companies • Develop understanding and 	<p>Objective : The objective of the course is to acquaint the students with the management of sales force and strategies of distribution channels.</p> <p>Note : The paper will contain 10 questions having two questions from each unit. Candidates will be required to attempt five question taking atleast one question from each unit.</p> <p>Course Contents :</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents :</p> <p>Section A</p> <p>Objective & functions of sales management, formulating personal selling strategies. Qualities of the effective sales executive, salesmanship, organisation of sales department.</p>	

		<p>choose one of the sales and distribution management areas like sales, logistics, channel management as their career option</p>	<p>Unit I Objective & functions of sales management, formulating personal selling strategies. Qualities of the effective sales executive, salesmanship, organisation of sales department.</p> <p>Unit II Sales force Management-Recruitment, Selection, Training, Motivation, Compensation, Evaluation of Sales persons.</p> <p>Unit IIIControlling the sales effort - Sales budget, Sales quota, Sales territories, Sales control & cost analysis.</p> <p>Unit IVDistribution Functions: Role of Intermediaries, channel strategy, selection of channels, Role of distribution in service sector. Dealer selection, motivation & evaluation, Indian Distribution system.</p> <p>Unit V Physical distribution- Logistics for physical distribution, Transportation, warehousing inventory management, recent trends in whole selling & retailing & dealers network.</p> <p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Still, Cundiff, Govani : Sales Management, Prentice Hall 2. ThornsWorthubha : Sales Management, Prentice Hall 3. James Corner : Sales Management, Allyn& Bacon 4. P. Allen : Sales and Sales Management, Mcdonald& Evans. 5. Stanton &Buskirk : Management 	<p>Sales force Management-Recruitment, Selection, Training, Motivation, Compensation, Evaluation of Sales persons.</p> <p style="text-align: center;">Section B</p> <p>Controlling the sales effort - Sales budget, Sales quota, Sales territories, Sales control & cost analysis, Distribution Functions: Role of Intermediaries, Role of distribution in service sector</p> <p style="text-align: center;">Section C</p> <p>Channel strategy, selection of channels,. Dealer selection, motivation & evaluation, Indian Distribution system.</p> <p>Physical distribution- Logistics for physical distribution, Transportation, warehousing inventory management, recent trends in whole selling & retailing & dealers network.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Still,R., Cundiff,W., & Govani,N.P (2016). <i>Sales Management :Decisions,Strategies and cases</i>(6 ed.). New Delhi: PHI. 2. S.L. Gupta (2013). <i>Sales and Distribution Management</i>(3ed.). New Delhi: Excel Books. 3. Allen,P. ().<i>Sales and sales management</i> (2 ed.). London:Macdonald & Evans. 4. Kapoor, S, Kansal, P. (2005). Basics of Distribution Management(3 ed.).Delhi: PHI. <p>Suggested E Learning Materials</p> <ol style="list-style-type: none"> 1. Starr, Rob. (2017). <i>What Makes a Good Salesperson? 25 Qualities to Look For</i>.Retrieved from https://smallbiztrends.com/2017/08/what-makes-a-good-salesperson.html. 2. Pollitt, D. (1999). <i>Physical distribution and logistics management in the digital era", International Journal of Physical Distribution & Logistics Management</i>. Retrieved from https://doi.org/10.1108/09600039910757752. 	
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			<p>of Sales force, Irvin professional Publishing.</p> <p>6. Ashley and Harkueses : The Sales Management Hand book, Oxford.</p> <p>7. M.M. Anand : Marketing Communication, Oxford</p>	<p>3. Rao, K.S.(2014). <i>Introduction to Sales and Distribution Management</i>. Retrieved from https://www.youtube.com/watch?v=tTB52_VMCTc.</p>	
33	MGMT 434 Advertising and Brand Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Select appropriate promotion mix to meet marketing objectives • Analyze and implement branding strategies to solve business problems • Understand various issues and limitations involved in promotion mix 	<p>Note: The paper will contain nine questions having a compulsory case study in any one unit. Candidates are required to attempt five questions in taking at least one question from each unit. Case Study will be compulsory</p> <p>Course Contents:</p> <p>Unit 1 Defining advertising - meaning and scope, brief history of development and growth of advertising, benefits of advertising, criticism of advertising. Role of marketing in the marketing strategy of a firm. Relationship of advertising with other elements of promotion mix, legal ethical and social issues in advertising</p> <p>Unit 2 Advertising agency: need, organizing and functions of ad agency, Agency pitching process, Types of ad agencies, Choice of ab ad agency, agency compensation, client agency relationship. Strategic Advertising Research</p> <p>Unit 3 Planning an ad campaign: Advertising Planning, Advertising objectives, Advertising budget, Advertising Media Strategy, media selection, media planning and buying ,Creative Strategy: Facets of creative strategy, Planning and managing creativity in advertisements, Developing an ad campaign.</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p>Section A</p> <p>Defining advertising - meaning and scope, brief history of development and growth of advertising, benefits of advertising, criticism of advertising. Role of marketing in the marketing strategy of a firm. Relationship of advertising with other elements of promotion mix, legal ethical and social issues in advertising</p> <p>Advertising agency: Need, organizing and functions of ad agency, Agency pitching process, Types of ad agencies, Choice of ab ad agency, agency compensation, client agency relationship.</p> <p>Section B</p> <p>Strategic Advertising Research, Planning an ad campaign: Advertising Planning, Advertising objectives, Advertising budget, Advertising Media Strategy, media selection, media planning and buying ,Creative Strategy: Facets of creative strategy, Planning and managing creativity in advertisement, Developing an ad campaign</p>	<ol style="list-style-type: none"> 1. Digital Marketing included in Unit IV. 2. Unit 3 and Unit 4 is merged together with important content

			<p>Unit 4 Digital Marketing – SEO, SEMESTER, Web Analytics, Email marketing, Social Media Marketing, Blog Marketing, Mobile Marketing</p> <p>Unit 5 Brand Management : Introduction, History and its current importance, Strategic Brand Management Process, Current challenges in building the brand, Brand elements, Brand Personality, Brand Positioning , Basic concepts of brand equity and Brand Reposition concept</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Batra Rajeev, John G. Myers, David A. Aaker (1996). Advertising Management (5 ed.). The University of Michigan: Prentice Hall 2. Keller K L, Parameswaran M G, Jacob I (2008). Strategic Brand Management (3 ed.). New Delhi : Pearson <p>Suggested E-Learning Resources:</p> <ol style="list-style-type: none"> 1. Gaur, M. (2017). Advertsing agency, role and types. Retrieved from https://www.slideshare.net/MonikaGaur1/advertising-agency-role-and-types. 2. Nalawalla, Z. (2018). New Trends in Marketing: Ideas on Digital Marketing. Retrieved from https://www.youtube.com/watch?v=Fj5DfjtTYec 3. Curleigh, J. (2013). How to enhance and expand a global brand. Retrieved from https://www.ted.com/talks/james_curleigh_how_to_enhance_and_expand_a_global_brand. 	<p style="text-align: center;">Section C</p> <p>Digital Marketing – SEO, SEM, Web Analytics, Email marketing, Social Media Marketing, Blog Marketing, Mobile Marketing</p> <p>Brand Management : Introduction, History and its current importance, Strategic Brand Management Process, Current challenges in building the brand, Brand elements, Brand Personality, Brand Positioning , Basic concepts of brand equity and Brand Reposition concept.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Batra Rajeev, John G. Myers, David A. Aaker (1996). Advertising Management (5 ed.). The University of Michigan: Prentice Hall 2. Keller K L, Parameswaran M G, Jacob I (2008). Strategic Brand Management (3 ed.). New Delhi : Pearson <p>Suggested E-Learning Resources:</p> <ol style="list-style-type: none"> 1. Gaur, M. (2017). Advertsing agency, role and types. Retrieved from https://www.slideshare.net/MonikaGaur1/advertising-agency-role-and-types. 2. Nalawalla, Z. (2018). New Trends in Marketing: Ideas on Digital Marketing. Retrieved from https://www.youtube.com/watch?v=Fj5DfjtTYec 3. Curleigh, J. (2013). How to enhance and expand a global brand. Retrieved from https://www.ted.com/talks/james_curleigh_how_to_enhance_and_expand_a_global_brand. 	
34	MGMT 409 CSR and	Upon completion of the course, the student will be	<p>Course Contents:</p> <p>Unit I: Concept of Corporate Social</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one</p>	

<p>Social Entrepreneurship</p>	<p>able to:</p> <ul style="list-style-type: none"> Identify linkages of management and public policy Creatively approach social problems Develop a sense of respect for wisdom and sustainable development approaches from grassroots and its innovative ideas Analyze dynamics of social sector development 	<p>Responsibility (CSR) and Corporate Social Dharm (CSD), Legal provisions in companies act,</p> <p>Unit II : Strategic CSR, Sustainable development initiatives of Indian business houses, PURA model, Traditional models of sustainable development</p> <p>Unit III : Definition of Social Entrepreneurship, Concept of Loksangrah and Nishkaam Karm from BhagwadGeeta, Types of Social Entrepreneur-ship initiatives</p> <p>Unit IV : Stakeholder theory and role of social entrepreneur, challenges faced by social entrepreneurs Legal scenario with respect to social entrepreneurship in India</p> <p>Unit V : Triple bottom line, Cases of social entrepreneurship in India, stories of women entrepreneurs, Farmer as a social entrepreneur.</p> <p>Strategic Decision Matrix, Design Thinking</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> Baxi, C. V., & Prasad, A (2005). <i>Corporate social responsibility: concepts and cases: The indian experience.</i> (1 ed) New Delhi Excel Books India. Elkington, J., & Hartigan, P. (2008). <i>The power of unreasonable people: How social entrepreneurs create markets that change the</i> 	<p>of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p>Section A</p> <p>Concept of Corporate Social Responsibility (CSR) and Corporate Social Dharm (CSD), Legal provisions in companies act,</p> <p>Strategic CSR, Sustainable development initiatives of Indian business houses, PURA model, Traditional models of sustainable development</p> <p>Section B</p> <p>Concept of shared Value, Sustainable Development Goals</p> <p>Definition of Social Entrepreneurship, Concept of Loksangrah and Nishkaam Karm from BhagwadGeeta, Types of Social Entrepreneur-ship initiatives</p> <p>Section C</p> <p>Stakeholder theory and role of social entrepreneur, challenges faced by social entrepreneurs Legal scenario with respect to social entrepreneurship in India</p> <p>Triple bottom line, Cases of social entrepreneurship in India, stories of women entrepreneurs, Farmer as a social entrepreneur.</p> <p>Strategic Decision Matrix, Design Thinking</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> Baxi, C. V., & Prasad, A (2005). <i>Corporate social responsibility: concepts and cases: The indian experience.</i> (1 ed) New Delhi Excel Books India. Elkington, J., & Hartigan, P. (2008). <i>The power of unreasonable people: How social entrepreneurs create markets that change the</i> 	
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			<p><i>world.</i>(1ed) Harvard Business Press.</p> <ol style="list-style-type: none"> 3. Kalam, A. P. J. A. (2011). <i>Target 3 billion: PURA: Innovative solutions towards sustainable development.</i> (1 ed) new Delhi Penguin Books India. 4. Werther Jr, W. B., & Chandler, D. (2010). <i>Strategic corporate social responsibility: Stakeholders in a global environment.</i> Sage. 5. Sharma, S. (2007). <i>New mantras in corporate corridors: From ancient roots to global routes.</i> (1ed) New Delhi New Age International (P) Limited, Publishers. 6. Bansal, R. (2011). <i>I have a dream.</i> Westland. 7. Ramsukhdas, S. (1995). <i>Srimad Bhagavad Gita.</i> Gorakhpur: Gita Press. 8. Bansal, R. (2013). <i>Follow Every Rainbow.</i> Westland. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1) Audiopedia. (2017, April 07). What is Corporate Social Responsibility. Retrieved 2019, from Youtube: https://www.youtube.com/watch?v=xzEnoG_Fn5s 2) Satpathy, B. M. (2013). The ‘Dharma’ and ‘Karma’ of CSR from the Bhagavad-Gita. <i>Journal of Human Values</i> , 173-187. 	<p><i>entrepreneurs create markets that change the world.</i>(1ed) Harvard Business Press.</p> <ol style="list-style-type: none"> 11. Kalam, A. P. J. A. (2011). <i>Target 3 billion: PURA: Innovative solutions towards sustainable development.</i> (1 ed) new Delhi Penguin Books India. 12. Werther Jr, W. B., & Chandler, D. (2010). <i>Strategic corporate social responsibility: Stakeholders in a global environment.</i> Sage. 13. Sharma, S. (2007). <i>New mantras in corporate corridors: From ancient roots to global routes.</i> (1ed) New Delhi New Age International (P) Limited, Publishers. 14. Bansal, R. (2011). <i>I have a dream.</i> Westland. 15. Ramsukhdas, S. (1995). <i>Srimad Bhagavad Gita.</i> Gorakhpur: Gita Press. 16. Bansal, R. (2013). <i>Follow Every Rainbow.</i> Westland. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 3) Audiopedia. (2017, April 07). What is Corporate Social Responsibility. Retrieved 2019, from Youtube: https://www.youtube.com/watch?v=xzEnoG_Fn5s 4) Satpathy, B. M. (2013). The ‘Dharma’ and ‘Karma’ of CSR from the Bhagavad-Gita. <i>Journal of Human Values</i> , 173-187. 	
35	MGMT 415 Fundamentals of Public Policy and Pubic Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Obtain a thorough knowledge on the various aspects of 	<p>Objectives: To understand the basics of the process of public policy. To be able to take informed business decision based on policy scenario. To understand the role of institutional theory</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one</p>	

		<p>Public Policy.</p> <ul style="list-style-type: none"> Use the public scenario understanding to develop an unbiased decision. 	<p>in public policy. To understand the concepts of Public Managing and Public Governance.</p> <p>Course Contents:</p> <p>Unit I Indian and Western conceptualization of Policy, Public Policy as Academic Discipline, Basics of Public Policy, The need of Public Policy.</p> <p>Unit II Categorization of Models of Public Policy Analysis - Descriptive, Prescriptive, Conceptual and Ideal. Types of Models of Public Policy Analysis - Linear, Incremental, Systems, Interactive, Rationalist</p> <p>Unit III Basics of Institutional Theory, Definition of institutions, Types of institutions - formal and informal; organic and pragmatic institutions; endogenous and exogenous Legal pluralism and Public Policy.</p> <p>Unit IV Public Management and New Public Management, Public-Private Partnership, Role of Civil Society in Governance</p> <p>Unit V Principles of Public Governance, Regulatory frameworks, Concept of Re-inventing Government</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> Frank Fischer, Forester John, Miller Gerald, Handbook of Public Policy Analysis: Theory, Politics, and Methods (Public Administration and Public Policy), Oxford. Gaebler Ted, Osborne David, Reinventing Government: How the 	<p>question from each section.</p> <p>Course Contents:</p> <p>Section A</p> <p>Indian and Western conceptualization of Policy, Public Policy as Academic Discipline, Basics of Public Policy, The need of Public Policy.</p> <p>Categorization of Models of Public Policy Analysis - Descriptive, Prescriptive, Conceptual and Ideal. Types of Models of Public Policy Analysis - Linear, Incremental, Systems, Interactive, Rationalist</p> <p>Section B</p> <p>Basics of Institutional Theory, Definition of institutions, Types of institutions - formal and informal; organic and pragmatic institutions; endogenous and exogenous Legal pluralism and Public Policy.</p> <p>Section C</p> <p>Public Management and New Public Management, Public-Private Partnership, Role of Civil Society in Governance</p> <p>Principles of Public Governance, Regulatory frameworks, Concept of Re-inventing Government</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> Frank Fischer, Forester John, Miller Gerald, Handbook of Public Policy Analysis: Theory, Politics, and Methods (Public Administration and Public Policy), (7 ed) New Delhi, Oxford. Gaebler Ted, Osborne David, Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector, (3 ed) Mumbai, Addison-Wesley North Douglass C., Institutions, Institutional Change and Economic Performance, (4 ed) New Delhi Cambridge University Press <p>Suggested E Learning Material</p> <ol style="list-style-type: none"> Lammers, John & A. Garcia, Mattea. (2017). 	
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			<p>Entrepreneurial Spirit is Transforming the Public Sector, Addison-Wesley</p> <ol style="list-style-type: none"> North Douglass C., Institutions, Institutional Change and Economic Performance, Cambridge University Press Levi-Faur, by David The Oxford Handbook of Governance, Oxford List of articles/resources in Indian context would be shared by the concerned teacher. 	<p>Institutional Theory Approaches. 10.1002/9781118955567.wbieoc113.</p> <ol style="list-style-type: none"> Norbäck, M. (2017, September). <i>Institutional theory</i>. Retrieved February 2019, from Gul.Gu: https://gul.gu.se/public/pp/public_courses/course84481/published/1543830612230/resourceId/42691832/content/UploadedResources/Lecture%20institutional%20theory%20foundation%20in%20managementPDF.pdf 	
36	MGMT 416 Fundamentals of Public Policy Implementation	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> Draft and propose a policy in the corporate that will be of a larger benefit to people. Job- readiness to work in the corporate domain of CSR. 	<p>Objectives: To understand the process of public policy implementation. To understand role of bureaucracy, civil society, multi-lateral institutions, and corporate in achieving objectives of public policy.</p> <p>Course Contents:</p> <p>Unit I Indian and Western conceptualization of Policy Implementation, Top-down and bottom-up approach of policy implementation, Merits and Demerits of Centralization and Decentralization</p> <p>Unit II Democracy and Policy Implementation, Bureaucratic model of governance, Street Level Bureaucracy. Role of Multilateral institutions in policy implementation</p> <p>Unit III Civil society and policy implementation, corporate role in governance outcomes, CSR as a</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p style="text-align: center;">Section A</p> <p>Indian and Western conceptualization of Policy Implementation, Top-down and bottom-up approach of policy implementation, Merits and Demerits of Centralization and Decentralization. Democracy and Policy Implementation, Bureaucratic model of governance, Street Level Bureaucracy.</p> <p style="text-align: center;">Section B</p> <p>Role of Multilateral institutions in policy implementation, Civil society and policy implementation, corporate role in governance outcomes, CSR as a tool for effectiveness in policy implementation. Institutions and their role in creating public good, key focus areas of public policy - education and health, Public-Private Partnership for effective policy implementation.</p>	

			<p>tool for effectiveness in policy implementation,</p> <p>Unit IV Institutions and their role in creating public good, key focus areas of public policy -education and health, Public-Private Partnership for effective policy implementation</p> <p>Unit V Social Audits for reducing implementation gaps, e-governance as a tool for effective implementation, Social awareness programs and their role in achieving outcomes of a policy, social media and its role in policy process</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Anderson James, Public Policy making, Congage Learning 2. Gerald Miller and Fischer Frank, Handbook John of Public Policy Analysis: Theory, Politics, and Methods (Public Administration and Public Policy), SAGE Publication. 3. Sinha R. P., E-Governance in India: Issue Initiatives, Concept Publishing Co. 4. David Osborne and Ted Gaebler, Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector, Prentice Hall 5. Institutions, Institutional Change and Economic Performance by Douglass C. North, Cambridge University Press. 	<p style="text-align: center;">Section C</p> <p>Social Audits for reducing implementation gaps, e-governance as a tool for effective implementation, Social awareness programs and their role in achieving outcomes of a policy, social media and its role in policy process.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Anderson James, Public Policy making, (1 ed) New Delhi, Congage Learning 2. Gerald Miller and Fischer Frank, Handbook John of Public Policy Analysis: Theory, Politics, and Methods (Public Administration and Public Policy),3ed, New Delhi SAGE Publication. 3. Sinha R. P., E-Governance in India: Issue Initiatives, 1 ed, New Delhi, Concept Publishing Co. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Department of Economic Affairs, Ministry of Finance. (2011). <i>National Public Private Partnership Policy</i>. New Delhi: Government of India. 2. Learning, G. (2018, October 22). <i>Public Policy Implementation</i> . Retrieved January 2019, from Youtube: https://www.youtube.com/watch?v=7d7OpETFYi8 3. Pie, M. (2002). Implementing the Institutions of Democracy. <i>International Journal on World Peace</i> , 3-31. 	
37	MGMT 420	Upon completion of the	Objective : The objective of the course is to	Note: The paper will contain 3 questions from every	

	<p>Mall and Store Management</p>	<p>course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand various issues and activities involved in mall and store management. • Develop decision making skills respect to mall and store management. • Develop managerial skills with respect to mall and store management. • Understand concepts of retail pricing evaluate merchandise performance, elements of retail pricing. 	<p>make the students appreciate & understand the various aspects related to Mall & Store Management with a view to developing decision making & managerial skills with respect to Mall & Store Management.</p> <p>Note :The paper will contain nine questions. In any one of the units, there would be a 'case study problem' and in that unit there will be no choice question for the candidates. For the remaining four units, there would be two questions from each unit. Candidates are required to attempt four questions, taking at least one question from each unit, in addition to attempting the case study problem.</p> <p>Course Contents :</p> <p>Unit I Retail store operations, key role in a store environment, retail store design and space management, atmospherics and layout, the circulation plan, visual merchandising, methods of display.</p> <p>Unit II Retail store locations: types of retail location, choosing a retail location, methods of evaluating trading area, organization structure and human resource management in retail.</p> <p>Unit IIIProduct & merchandise management, factors affecting the merchandising function, the function of buying for different types of organizations, life style merchandising, merchandise planning, merchandise</p>	<p>section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p style="text-align: center;">Section A</p> <p>Retail store operations, key role in a store environment, retail store design and space management, atmospherics and layout, the circulation plan, visual merchandising, methods of display.Retail store locations: types of retail location, choosing a retail location, methods of evaluating trading area,</p> <p style="text-align: center;">Section B</p> <p>Organization structure and human resource management in retail. Product & merchandise management, factors affecting the merchandising function, the function of buying for different types of organizations, life style merchandising, merchandise planning, merchandise procurement and category management.</p> <p style="text-align: center;">Section C</p> <p>Retail pricing and evaluating merchandise performance, elements of retail price, determining the price, retail pricing strategies, merchandise allocation, evaluating merchandise performance.</p> <p>Retail MIS, unique needs of technology in retail, factors affecting the use of technology, applications of technology – electronic data interchange (EDI), data base management, data warehousing, data mining, radio frequency identification (RFID), e-commerce and e-tailing.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Pradhan Swapana (2017). <i>Retail Management</i> (5thed.). New Delhi: Mc Graw Hill Companies 2. Bajaj Chetan, TuliRajnish& Srivastava Nidhi 	
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			<p>procurement and category management.</p> <p>Unit IV Retail pricing and evaluating merchandise performance, elements of retail price, determining the price, retail pricing strategies, merchandise allocation, evaluating merchandise performance.</p> <p>Unit V Retail MIS, unique needs of technology in retail, factors affecting the use of technology, applications of technology – electronic data interchange (EDI), data base management, data warehousing, data mining, radio frequency identification (RFID), e-commerce and e-tailing.</p> <p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Pradhan Swapana: Retail Management, Mc Graw Hill Companies 2. Bajaj, Tuli& Srivastava: Retail Management, Oxford Higher Education 3. Berman & Evans: Retail Management, Pearson Education 	<p>Varma (2010). <i>Retail Management</i> (2nded.). New Delhi: Oxford Higher Education</p> <ol style="list-style-type: none"> 3. Levy Micheal&Berton A Weitz (2007). <i>Retail Management</i> (5thed.). New Delhi: Tata Mc Graw Hill. <p>Suggested E Learning Material</p> <ol style="list-style-type: none"> 1. Hughes, K. (2015). <i>Experiential Retail: The need for positive disruption</i>. Retrieved from https://www.youtube.com/watch?v=6Qo945hCHt8 2. Shechtman, R. (2013). <i>Changing the Retail Story</i>. Retrieved from https://www.youtube.com/watch?v=fbnWY-swsK0. 3. Rogers, D. (2013). <i>The Science of Shopping and Future of Retail</i>. Retrieved from https://www.youtube.com/watch?v=qVJAR5eGOKA. 	
38	MGMT 426 Retail Environment and Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand various issues and activities involved in retail environment and management prevailing in Asia and the World markets. • Understand different strategies in retail, international 	<p>Objective : The course strives to make the students understand the emerging retail environment in the Indian and global context and general aspects related to Retail Management.</p> <p>Note :The paper will contain 10 questions having two questions from each unit. Candidates will be required to attempt five questions taking at least one question from each unit.</p> <p>Course content :</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course content :</p> <p style="text-align: center;">Section A</p> <p>Retailing: concept scope and characteristics, evolution of retail in India, drivers of retail change in India, challenges to retail development, emerging</p>	

		<p>expansion and retail value chain.</p> <ul style="list-style-type: none"> • Understand different legal issues prevailing in the retailing, various laws related to retailing and their implications. 	<p>Unit I Retailing: concept scope and characteristics, evolution of retail in India, drivers of retail change in India, challenges to retail development, emerging organizations, debates over FDI and larger stores, careers in retailing.</p> <p>Unit II Trends in retail in Asia and the world, retail models and theories of retail development, classification of retailers on the basis of ownership, operational structure and merchandise offered, non store retailing.</p> <p>Unit III Retail strategy, mission and purpose of organization situation analysis, strategic alternatives, international expansion, retail value chain</p> <p>Unit IV Financial aspects of retail: costing, revenue and profit margin planning, measures of performance, measuring store and space performance, measuring employee productivity, ethics in retailing.</p> <p>Unit V Legal issues in retailing: various laws and their implications, security issues and their management, managing relations with customers, competitors, suppliers, employees, society and government, emerging opportunities and challenges in international market, retail opportunities in rural areas and corporate response, case studies.</p>	<p>organizations, debates over FDI and larger stores, careers in retailing. Trends in retail in Asia and the world.</p> <p style="text-align: center;">Section B</p> <p>Retail models and theories of retail development, classification of retailers on the basis of ownership, operational structure and merchandise offered, non store retailing. Retail strategy, mission and purpose of organization situation analysis, strategic alternatives, international expansion, retail value chain.</p> <p style="text-align: center;">Section C</p> <p>Financial aspects of retail: costing, revenue and profit margin planning, measures of performance, measuring store and space performance, measuring employee productivity, ethics in retailing.</p> <p>Legal issues in retailing: various laws and their implications, security issues and their management, managing relations with customers, competitors, suppliers, employees, society and government, emerging opportunities and challenges in international market, retail opportunities in rural areas and corporate response.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Bajaj Chetan, Tuli Rajnish & Srivastava Nidhi Varma (2010). <i>Retail Management</i> (2nd ed.). New Delhi: Oxford Higher Education. 2. Pradhan Swapana (2017). <i>Retail Management</i> (5th ed.). New Delhi: Mc Graw Hill Companies. 3. Levy Micheal & Berton A Weitz (2007). <i>Retail Management</i> (5th ed.). New Delhi: Tata Mc Graw Hill. <p>Suggested E Learning Resources</p> <ol style="list-style-type: none"> 1. Burke, R. (2014). <i>How stores track your shopping behavior</i>. Retrieved from https://www.youtube.com/watch?v=jeQ7C4JLpug. 2. Romero, T. (2016). <i>Technology will change retail shopping - but it's not what you think</i>. Retrieved from https://www.youtube.com/watch?v=TuD3IerToms 	
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39	MGMT 427 Retail Operations and Supply Chain Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand logistics management and how it applies in practice. • Job-readiness to handle managerial position in retail stores. • Understand the working of the retail stores and intricacies associated with the same. 	<p>Objective : The course strives to make the students understand the emerging operation and supply chain environment in the Indian and global context. It seeks to provide the conceptual framework and develop managerial skills to understand the relevant issues.</p> <p>Note :The paper will contain 10 questions having two questions from each unit. Candidates will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Course Contents :</p> <p>Unit-I Concept & Importance of Operations & SCM, Objectives, Trends, Decision phases. Process view. Achieving strategic fit Obstacles to achieving fit.</p> <p>Unit-II Expanding strategic scope. Supply chain drivers & framework. Supply Chain Integration: push, pull & push-pull systems.</p> <p>Unit-III Business Processes Mapping, Measuring performance-Cycle time, Business Process Re-engineering, Total Quality Management, Root Cause Analysis,</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p style="text-align: center;">Section A</p> <p>Concept & Importance of Operations & SCM, Objectives, Trends, Decision phases.Processview.Achieving strategic fit Obstacles to achieving fit.Expanding strategic scope. Supply chain drivers &framework. Supply Chain Integration: push, pull & push-pull systems.</p> <p style="text-align: center;">Section B</p> <p>Business Processes Mapping, Measuring performance-Cycle time, Business Process Re-engineering, Total Quality Management, Root Cause Analysis,Six Sigma, Inventory management & risk pooling Bullwhip Effect : quantification, coping, lead time reduction trade offs,</p> <p style="text-align: center;">Section C</p> <p>Logistics Network Configuration, Transportation & Warehousing issues : Modes of transportation. Design Options IT enabled SCM: Concept, practices & challenges Procurements: Objectives, Supplier Evaluation and Selection, Pricing and revenue management Strategic alliances in SCM Building long term relations. Coordination in Supply Chain.</p>	

			<p>Six Sigma, Inventory management & risk pooling Bullwhip Effect : quantification, coping, lead time reduction trade offs,</p> <p>Unit-IV Logistics Network Configuration, Transportation & Warehousing issues : Modes of transportation. Design Options IT enabled SCM: Concept, practices & challenges</p> <p>Unit-V Procurements: Objectives, Supplier Evaluation and Selection, Pricing and revenue management Strategic alliances in SCM Building long term relations. Coordination in Supply Chain.</p> <p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Bozarth& Handfield : Supply Chain Management, Pearson 2. Handfield : Purchasing and Supply Chain Management, Thomson 3. Chopra &Meindl : Supply Chain Management, Prentice Hall 	<p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Bajaj Chetan, TuliRajnish& Srivastava Nidhi Varma (2010). <i>Retail Management</i> (2nded.). New Delhi: Oxford Higher Education. 2. Pradhan Swapana (2017). <i>Retail Management</i> (5thed.). New Delhi: Mc Graw Hill Companies. 3. Levi, D. S., Kaminsky, P., & Levi, S. E. (2019). <i>Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies</i> (4th ed.). McGrawHill. 4. Shapiro, J. (2006). <i>Modeling the Supply Chain</i> (2nd ed.). Cengage Learning. <p>Suggested E learning Material:</p> <ol style="list-style-type: none"> 4. Ganeshan, R., & Harrison, T. P. (1995). An Introduction to Supply Chain Management. Retrieved 2019, from http://lcm.csa.iisc.ernet.in: http://lcm.csa.iisc.ernet.in/scm/supply_chain_intro.html 5. Malhotra, Y. (1998). <i>Business Process Redesign: An Overview</i>. Retrieved 2019, from http://www.brint.com: http://www.brint.com/papers/bpr.htm 	
40	MGMT 413 Foundation of Sports Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Demonstrate effective planning abilities including time management, resource management, delegation skills and organizational skills. • Development of leadership and teamwork, transfer of knowledge to other 	<p>Course Contents :</p> <p>Unit 1: Sports scenario in India and the world: need for sports management, important events, sports and society-relevance, opportunities, sports promotion by Go-I associations and regulation.</p> <p>Unit 2 : Sports Law- overview of the laws related to sports injuries, employment, doping, organizing events, workplace issues and contract.</p> <p>Unit 3 Managing Sports events- preparation, exploring</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p style="text-align: center;">Section A</p> <p>Sports scenario in India and the world: need for sports management, important events, sports and society-relevance, opportunities, sports promotion by Go-I associations and regulation. Sports Law- overview of</p>	

		<p>learning areas, work cooperatively in other subjects; work with groups in a leadership role.</p> <ul style="list-style-type: none"> Become leaders and managers of sports industry. 	<p>opportunities, venue arrangements, sponsorships, safety, legal aspects. Green Event Management</p> <p>Unit 4: Promotion of Events-ways to promote, doing tie-ups and networking, communication with journalists, writing persuasive proposals, and making effective presentations.</p> <p>Unit 5 : Managing sports facilities and logistics, overview of sports nutrition, sports psychology and risk management during the sports events.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> Andy Gillentine, R. B. (2015). Foundation of Sports Management (3 ed.). United Kingdom, UXbridge: Fitness Info Technology. John Beech, S. C. (2013). The Business of Sports Management (2 ed.). United Kingdom: Pearson. Westerbeek, H. (2014). Managing Sports Facilities. New Delhi: Viva Books Pvt Ltd. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> TEDx Talks, (2013). Discerning Sports in India. Retrived from Yoututbehttps://youtu.be/z0G-49DxZiw. TEDx Talks, (2016). Making India a Global Sports Powerhouse. Retrivedfrom Youtube https://youtu.be/DOOFW1oHh5o 	<p>the laws related to sports injuries, employment, doping, organizing events, workplace issues and contract.</p> <p>Section B</p> <p>Managing Sports Events: preparation, exploring opportunities, venue arrangements, sponsorships, safety, legal aspects. Green Event Management. Promotion of Events-ways to promote, doing tie-ups and networking, communication with journalists, writing persuasive proposals, and making effective presentations.</p> <p>Section C</p> <p>Managing sports facilities and logistics, overview of sports nutrition, sports psychology and risk management during the sports events.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> Andy Gillentine, R. B. (2015). Foundation of Sports Management (3 ed.). United Kingdom, UXbridge: Fitness Info Technology. John Beech, S. C. (2013). The Business of Sports Management (2 ed.). United Kingdom: Pearson. Westerbeek, H. (2014). Managing Sports Facilities. New Delhi: Viva Books Pvt Ltd. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> TEDx Talks, (2013). Discerning Sports in India. Retrived from Yoututbehttps://youtu.be/z0G-49DxZiw. TEDx Talks, (2016). Making India a Global Sports Powerhouse. Retrived from Youtube https://youtu.be/DOOFW1oHh5o 	
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41	MGMT 520 Strategic Airline marketing and CRM	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Study the application of marketing mix in airline industry. • Understand the product life cycle of different aircraft manufacture and learn the applicability of PLC in Service industry. • Understand the concept of air transport business and learn the various other business airlines dealing in. • Learn the various environmental factor which affect airline business and how to deal with it. 	<p>Objective: The objective of this course is to include concepts of marketing management and product delivery to the aviation professionals. Topics include product planning, channels of distribution, airline advertising and promotion, and customer service issues. Customer relationship management, management of databases and frequent flier programs in present scenario will be covered in proper perspectives.</p> <p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Course Content:</p> <p>Unit I Introduction to Airline Marketing: What is Marketing, Application of marketing principles to airlines management, Marketing for Air Transport Service- Customers & market segment, Market Analysis and Planning, Business Environment of Aviation Industry, Marketing Environment and Marketing Strategies-Porter's 5 forces Model.</p> <p>Unit II Product/Service planning and Analysis: PLC in Aviation Industry; Fleet, Schedule & Customer service related product features, Product & Service quality, Freight as a product, Flight handling – Commercial activities.</p> <p>Unit III Pricing and Revenue Management:</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content:</p> <p>Section A Introduction to Airline Marketing: What is Marketing, Application of marketing principles to airlines management, Marketing for Air Transport Service- Customers & market segment, Market Analysis and Planning, Business Environment of Aviation Industry, Marketing Environment and Marketing Strategies-Porter's 5 forces Model. Product/Service planning and Analysis: PLC in Aviation Industry; Fleet, Schedule & Customer service related product features, Product & Service quality, Freight as a product, Flight handling – Commercial activities.</p> <p>Section B Pricing and Revenue Management: Building blocks of Airline pricing, Uniform and differential pricing, Structure of air freight pricing, Pricing strategies, Passenger fares and Ticketing. Distributing the product: Distribution channel strategies, Travel agency distribution system, Global distribution, Distribution channels in Air freight management.</p> <p>Section C Anatomy of a sale: AIDA and SPIN model, Sales planning; managing the sales process. Airline Promotion: Brand building in Airline industry, marketing communication techniques, Airline advertising, Fundamentals of relationship marketing, Components of relationship marketing strategy, Frequent flier programs, Handling to passenger in Delayed flight.</p>	
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			<p>Building blocks of Airline pricing, Uniform and differential pricing, Structure of air freight pricing, Pricing strategies, Passenger fares and Ticketing.</p> <p>Unit IV Distributing the product: Distribution channel strategies, Travel agency distribution system, Global distribution, Distribution channels in Air freight management, Anatomy of a sale: AIDA and SPIN model, Sales planning; managing the sales process.</p> <p>Unit V Airline Promotion: Brand building in Airline industry, marketing communication techniques, Airline advertising, Fundamentals of relationship marketing, Components of relationship marketing strategy, Frequent flier programs, Handling to passenger in Delayed flight.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Shaw Stephen, Airline Marketing and Management, Ashgate 2. Alexander T wells , General Aviation marketing and management, Ashgate 3. Wesley E Spreen , Marketing in the International Aerospace Industry, Ashgate <p>The list of cases and specific references including recent articles will be announced and discussed in the class by the instructor</p>	<p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Stephen, S. (2007). Airline Marketing and Management (6 ed.) Ashgate Publishing LTD. 2. Alexander T. Wells, Bruce D. Chadbourne (2003) <i>General Aviation Marketing and Management</i> (2 ed.) Krieger Publishing Company 3. Berman & Evans. (2010)<i>Retail Management: A Strategic Approach</i>(5 ed.), Pearson Education <p>Suggested E Learning Material</p> <ol style="list-style-type: none"> 1. Berry, T. (2019). <i>Using Porter's Five Forces when creating your marketing plan</i>. Retrieved from https://www.mplans.com/articles/using-porters-five-forces-when-creating-your-marketing-plan/. 2. .Srinivas. (2015). <i>Airport Planning and Design</i>. Retrieved from https://www.slideshare.net/srinivas2036/airport-planning-and-design. 	
42	MGMT 527 Strategic Financial	Upon completion of the course, the student will be able to:	Note: The paper will contain nine questions having a compulsory case study in any one unit. Candidates are required to	Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study	1. In wake of discussion with industry major

	<p>Management</p> <ul style="list-style-type: none"> Apply the technical language and practices of financial management. Undertake sophisticated financial analysis with regard to corporate valuation, interest rate and currency risk management and present the information in an appropriate format. Evaluate, synthesize and apply the contemporary theories and empirical evidence concerning Financial Management to a range of problems and situations <p>Critically evaluate the impact of macro economics and recognize the role of international financial institutions in the financial management of multinationals.</p>	<p>attempt five questions in taking at least one question from each unit. Case Study will be compulsory.</p> <p>Course Content:</p> <p>Unit 1 Inventory Management – Nature, Significance, Cost minimization through EOQ, ABC analysis. Advanced Capital Budgeting: Statistical techniques to handle risk, Decision tree utility theory.</p> <p>Unit 2 Dividend Decision – Dividend theories – Water, Gordon, Modigliani & Miller, Dividend policies, overview of Bonus Shares, Share split, Share buyback, Project appraisal and financing – concept, overview of process, financial appraisal by banks.</p> <p>Unit 3 Mergers and Takeovers: regulatory framework, various types, how mergers increase value, valuation approaches, and case studies, motives of spin off's and divestitures.</p> <p>Unit 4 International Financial management- an overview, International Financial management and domestic financial management, Theories of Foreign Exchange rate movement and International Parity Conditions - Purchasing Power Parity, International Fisher Effect The Foreign Exchange markets- Functions; rates -direct and indirect</p>	<p>problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content:</p> <p style="text-align: center;">Section A</p> <p>Inventory Management – Nature, Significance, Cost minimization through EOQ, ABC analysis. Advanced Capital Budgeting: Statistical techniques to handle risk, Decision tree utility theory. Dividend Decision – Dividend theories – Water, Gordon, Modigliani & Miller, Dividend policies, overview of Bonus Shares, Share split, Share buyback, Project appraisal and financing – concept, overview of process, financial appraisal by banks. Mergers and Takeovers: regulatory framework, various types, how mergers increase value, valuation approaches, and case studies, motives of spin off's and divestitures.</p> <p style="text-align: center;">Section B</p> <p>International Financial management- an overview, International Financial management and domestic financial management, Theories of Foreign Exchange rate movement and International Parity Conditions -Purchasing Power Parity, International Fisher Effect. The Foreign Exchange markets- Functions; rates -direct and indirect quotations, Spot market and forward market, premiums and discounts, Bid - ask spread, Interest Arbitrage - Covered Interest Arbitrage and Interest Parity theory. Management of Foreign Exchange Risk -Translation exposure, Transaction exposure Measurement and Management of Transaction exposure, Economic Exposure, Transaction Exposure Versus Economic Exposure.</p> <p style="text-align: center;">Section C</p> <p>Derivative - Hedging Currency Risk, Hedging Risk through Forward Contracts, Indian Derivatives Market;</p>	<p>changes are carried in Unit 4 and 5.</p> <p>2. International finance syllabus in Unit 4 properly defined.</p> <p>3. Derivatives introduced in unit 5 after deleting corporate taxation.</p>
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		<p>on swaps.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Van Horne James, C. (2002). Financial Management & Policy, 12/E. Pearson Education India. 2. Weston, J. F., Mitchell, M. L., & Mulherin, J. H. (2013). Takeovers, Restructuring, and Corporate Governance: Pearson New International Edition. Pearson Higher Ed. 3. Prasanna, C. (2001). Financial Management Theory and Practice. Tata McGraw-Hill Publishing Co. Ltd., New Delhi, India. 4. Brealey, R. A., Myers, S. C., Allen, F., & Mohanty, P. (2012). Principles of corporate finance. Tata McGraw-Hill Education. <p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Arslanian, H. (2016, December 5). <i>How FinTech is Shaping the Future of Banking</i>. Retrieved from Youtube: https://www.youtube.com/watch?v=pPkNtN8G7q8 2. MSG. (2014). <i>Case Study of the Indian Banking and Financial Services Industry using Strategic Tools</i>. Retrieved from Management Study Guide: https://www.managementstudyguide.com/case-study-of-indian-banking-and-financial-services-industry.htm <p>MSG. (2018, December). <i>Managment Study</i></p>	<p>q8</p> <ol style="list-style-type: none"> 2. MSG. (2014). <i>Case Study of the Indian Banking and Financial Services Industry using Strategic Tools</i>. Retrieved from Management Study Guide: https://www.managementstudyguide.com/case-study-of-indian-banking-and-financial-services-industry.htm <p>MSG. (2018, December). <i>Managment Study Guide</i>. Retrieved from Management Study Guide: https://www.managementstudyguide.com/history-of-modern-banking.htm</p>	
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			<p><i>Guide.</i> Retrieved from Management Study Guide: https://www.managementstudyguide.com/history-of-modern-banking.htm</p>	
43	MGMT 512 Industrial Relations Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand various issues related to compensation, performance management, organization development, safety, wellness, benefits, employee motivation, training and others. • Design various strategies related to Human Resource of the Organization. • Understand various laws that protect worker's rights, improve worker safety, prevent child labor and increase workers' bargaining power relative to their employers. • 	<p>Objective : The Course aims to familiarize students with the conceptual and practical aspects of industrial relations at the macro and micro levels with respects to changing economic, political and social scenario.</p> <p>Note : The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions, taking 1 question from each unit.</p> <p>Course Content : Industrial Relations Perspectives Unit – I IR and the emerging socio economic scenario. Discipline and Grievance management; Negotiation and collective settlements. Role and future of Trade Unions. Trade Union strategies towards liberalization and technological change. Employee response to industrial restructuring and organizational re-engineering.</p> <p>Unit-II Employee empowerment and quality management Participative Management and Co-ownership;Decision Circles for participative decision making and problem solving. Productivity Bargaining and Gain Sharing. Internal and External Equity in Compensation systems. Fringe Benefits, Incentives and Retirement plans. Compensation</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content : Section A Industrial Relations Perspectives IR and the emerging socio economic scenario. Discipline and Grievance management; Negotiation and collective settlements.Role and future of Trade Unions.Trade Union strategies towards liberalization and technological change.Employee response to industrial restructuring and organizational re-engineering. Employee empowerment and quality management Participative Management and Co-ownership;Decision Circles for participative decision making and problem solving. Productivity Bargaining and Gain Sharing. Internal and External Equity in Compensation systems.Fringe Benefits, Incentives and Retirement plans. Compensation practices of MNCs. Strategic compensation systems.</p> <p>Section B Legal Framework Governing Industrial Relations Emergence and objectives of labour laws and their socio-economic environment. The Workmen's Compensation Act 1923, The Payment of Wages Act – 1936; The Employees Provident Funds and Miscellaneous Provision Act 1952.The payment of Gratuity Act 1972. The Factories Act 1948. The Industrial Disputes Act</p>

			<p>practices of MNCs. Strategic compensation systems.</p> <p>Legal Framework Governing Industrial Relations :</p> <p>Unit III Emergence and objectives of labour laws and their socio-economic environment. The Workmen’s Compensation Act 1923, The Payment of Wages Act – 1936; The Employees Provident Funds and Miscellaneous Provision Act 1952. The payment of Gratuity Act 1972.</p> <p>Unit IV The Factories Act 1948. The Industrial Disputes Act 1947. The Trade Union Act 1926. Need for reforms in the current legal frameworks and the existing laws. The ESI ACT.</p> <p>New Trends in Industrial Relations Management</p> <p>Unit V From Industrial Relations to Human Relationships Management. Human Capital Management .Human Values approach to IR eg- ‘Human Rights & Duties’ and ‘Honesty, Responsibility and Devotion.’ From conflict approach to cooperation approach : Harmonization paradigm of IR. Changing role of state and industrial relations in the developed, newly developed and developing economics. Industrial Relations and globalization</p> <p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Monappa Arun: Industrial Relations. Tata McGraw Hill. 2. Niland J. R: The Future of Industrial Relations, Sage. 	<p>1947. The Trade Union Act 1926. Need for reforms in the current legal frameworks and the existing laws. The ESI ACT.</p> <p style="text-align: center;">Section C</p> <p>New Trends in Industrial Relations Management From Industrial Relations to Human Relationships Management. Human Capital Management .Human Values approach to IR eg- ‘Human Rights & Duties’ and ‘Honesty, Responsibility and Devotion.’ From conflict approach to cooperation approach : Harmonization paradigm of IR. Changing role of state and industrial relations in the developed, newly developed and developing economics. Industrial Relations and globalization</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012). Industrial relations and labour laws. New Delhi: Tata McGraw-Hill Education. 2. Koontz, H., & Wehrich, H. (1990). Essentials of management. New York: McGraw-Hill. 3. Stoner, J. A., & Stoner, J. A. (1982). Study guide and workbook: Management. Englewood Cliffs, NJ: Prentice-Hall. 4. Greenwood, J. H. (2015). Handbook of industrial law: A practical legal guide for trade union officers and others. 5. Locke, R. M., Kochan, T. A., & Piore, M. J. (1997). Employment Relations in a Changing World Economy. Cambridge, MA: MIT Press. <p>Suggested E Learning Materials</p> <ol style="list-style-type: none"> 1. Quain, Sampson. (2019). <i>The role of trade unions in Industrial Relations</i>. Retrieved from https://smallbusiness.chron.com/role-trade-unions-industrial-relations-65197.html. 2. Yadav, R. (2011). <i>The Workmen’s Compensation Act, 1923</i>. Retrieved from https://www.slideshare.net/ranjeet143yadav/w 	
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			<p>3. Locke R: Employment Relations in Changing World Economy Cambridge MIT Press.</p> <p>4. Hendorson Richard I: Compensation Management – Rewarding Performance practice hall.</p> <p>5. Kapoor N.D.: Hand book of Industrial Law – Sultan Chand.</p> <p>3. 6. Sinha: Industrial Relations, Trade Unions and Labour Legislation. Pearson education.</p>	<p>orkmen-compensation-act-1923.</p> <p>3. Sachdeva,S.(2018). <i>Introduction to Industrial Employment (Standing Orders) Act 1946</i>. Retrieved from https://www.youtube.com/watch?v=RQfE66gRkyM</p> <p>3.</p>	
44	MGMT 509 Global Marketing Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand emerging trends in global markets and learn how to use those trends in business management • Understand procedure and promotional measures used in global marketing • Understand documentation procedure required for export and import in the Indian context. 	<p>Objectives :To give an overview of the scope and challenges of international marketing and emerging trends in globalisation, the procedure, promotional measures and documentation in the Indian context and electronic marketing.</p> <p>Note : The paper will contain 10 questions having 2 questions from each unit. Candidates will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Course Content :</p> <p>Unit I Major problems faced by the firms in international marketing. Theories of international trade, International product life cycle, Tariff and Non tariff barriers, Positive and negative aspects of multinational companies. Ethnocentric, polycentric and geocentric orientation. Trading blocks-NAFTA, ASEAN, MERCOSUR, EU etc.</p> <p>Unit II Marketing mix for international marketing, Standardised marketing</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content :</p> <p>Section A</p> <p>Major problems faced by the firms in international marketing. Theories of international trade, International product life cycle, Tariff and Non tariff barriers, Positive and negative aspects of multinational companies. Ethnocentric, polycentric and geocentric orientation. Trading blocks-NAFTA, ASEAN, MERCOSUR, EU etc.</p> <p>Marketing mix for international marketing, Standardised marketing mix vs. Customisation of marketing mix, product adaptation and modification, pricing.</p> <p>Section B</p> <p>Distribution channels, using marketing research for international marketing. Information needs and data sources.</p> <p>Business promotion in International arena: Traditional way, New Trends Online Marketing-Need, various Business Models, Understanding Online Customer,</p>	

			<p>mix vs. Customisation of marketing mix, product adaptation and modification, pricing, Distribution channels, using marketing research for international marketing. Information needs and data sources.</p> <p>Unit III Business promotion in International arena: Traditional way, New Trends Online Marketing-Need, various Business Models, Understanding Online Customer, Challenges, Ethical Issues, Advantages and Disadvantages, strategies, push technologies, online catalogues.</p> <p>Unit IV BOP and its relevance for Marketing managers, Role of Government in Export Promotion, Export Procedures and documentation, Custom Formalities. Insurance, Preshipment Inspection.</p> <p>Unit V Strategic Orientation in international marketing, which market to enter, mode of entry, expanding base, Negotiations with International Customers, Partners and Regulators, Relations of International Marketing with other Departments, Strategy for Building a company wide marketing orientation, using Intranet and Extranet, Introduction to creating a web page, Performance Evaluation</p> <p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Cateora : International Marketing, Tata McGraw Hill 2. Keegan : Global Marketing, Pearson 	<p>Challenges, Ethical Issues, Advantages and Disadvantages, strategies, push technologies, online catalogues.</p> <p style="text-align: center;">Section C</p> <p>BOP and its relevance for Marketing managers, Role of Government in Export Promotion, Export Procedures and documentation, Custom Formalities. Insurance, Preshipment Inspection.</p> <p>Strategic Orientation in international marketing, which market to enter, mode of entry, expanding base, Negotiations with International Customers, Partners and Regulators, Relations of International Marketing with other Departments, Strategy for Building a company wide marketing orientation, using Intranet and Extranet, Introduction to creating a web page, Performance Evaluation</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Daniels (2017). <i>International Business</i> (15 ed.). Noida: Pearson. 2. Cateora (2018). <i>International Marketing</i> (16ed.). New Delhi: Tata McGraw Hill. 3. Keegan (2017). <i>Global Marketing</i> (8ed.). New Delhi: Pearson. <p>Suggested E Learning Materials</p> <ol style="list-style-type: none"> 1. Nalawalla,Z.(2018). <i>New Trends in Marketing: Ideas on Digital Marketing</i>. Retrieved from https://www.youtube.com/watch?v=Fj5DfjtTYec 2. Dromgoole,S.(2013). <i>The future of marketing, from Plato to Bill Hicks</i>. Retrieved from https://www.youtube.com/watch?v=z8oTLIIt0V0 3. Fernstudium (2016). <i>International Marketing - Vodcast 1: Introduction to International Marketing</i>. Retrieved from https://www.youtube.com/watch?v=PVTf3A-T0W4 	
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			<p>3. Daniels : International Business, Pearson</p> <p>4. Turban : E-Commerce, Pearson.</p> <p>5. Strauss : E-Marketing, Pearson.</p> <p>6. Nabhi Manual of Export Management, Nabhi Publishers</p>		
45	MGMT 507D Dissertation	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand the mechanism of identifying a problem and evolving the solution using standardized Quantitative and Qualitative tools. • Comprehend the process of writing a dissertation document. 			
46	MGMT 518 Retail Marketing and Crew Resource Management	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Develop managerial skills with respect to retail management • Understand different strategies in retail, able to take effective decision based on situation analysis and marketing environment 	<p>Objective : The objective of the course is to develop an understanding among students with respect to the unique role of marketing in Retail and various concepts related to Customer Relationship Management.</p> <p>Note : The paper will contain 10 questions having 2 questions from each unit. Candidates will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Course Content : Unit-I The role of marketing in retail, the retail marketing mix, retail customer: consumer decision</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content : Section A The role of marketing in retail, the retail marketing mix, retail customer: consumer decision making, shopping behaviour, consumer's image of retail stores, The STP Approach: segmenting, targeting, positioning, The retail communication mix Section B</p>	

		<ul style="list-style-type: none"> Develop decision making skills respect to Customer Relationship Management 	<p>making, shopping behaviour, consumer's image of retail stores.</p> <p>Unit-II The STP Approach: segmenting, targeting, positioning, the retail communication mix, brand management in retail: techniques and managerial issues.</p> <p>Unit-III The concept and evolution of relationship marketing in retail, customer lifetime value and management, the concept of customer service, measuring the gaps in service: knowledge gap, standards gap, delivery gap, communication gap, gathering customer information and enhancing loyalty: pull, pure, push, purchase, purge, loyalty strategies.</p> <p>Unit-IV System creation for relationship management, database requirement and preparation, e-CRM, record management, customer services, catalogue preparation, sales force automation, CRM ecosystem, operational CRM, analytical CRM, collaborative CRM.</p> <p>Unit-V CRM vendors, selecting CRM solutions managing change, training workforce for CRM, call center operations, CRM orientation throughout organization.</p> <p>Suggested Readings :</p> <ol style="list-style-type: none"> Bajaj, Tuli & Srivastava : Retail Management, Oxford Higher Education Pradhan Swapana : Retailing Management, Mc Graw Hill Gilbert David : Retail Marketing Management Pearson Education Berman I Evans: Retail 	<p>Brand management in retail: techniques and managerial issues The concept and evolution of relationship marketing in retail, customer lifetime value and management, the concept of customer service, measuring the gaps in service: knowledge gap, standards gap, delivery gap, communication gap, gathering customer information and enhancing loyalty: pull, pure, push, purchase, purge, loyalty strategies.</p> <p>Setion C</p> <p>System creation for relationship management, database requirement and preparation, e-CRM, record management, customer services, catalogue preparation, sales force automation, CRM ecosystem, operational CRM, analytical CRM, collaborative CRM.</p> <p>CRM vendors, selecting CRM solutions managing change, training workforce for CRM, call center operations, CRM orientation throughout organization.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> Bajaj Chetan, TuliRajnish & Srivastava Nidhi Varma (2010). <i>Retail Management</i> (2nded.). New Delhi: Oxford Higher Education. Pradhan Swapana (2017). <i>Retail Management</i> (5thed.). New Delhi: Mc Graw Hill Companies. Levy Micheal & Berton A Weitz (2007). <i>Retail Management</i> (5thed.). New Delhi: Tata Mc Graw Hill. <p>Suggested E Learning Material</p> <ol style="list-style-type: none"> Jones & Bartlett Learning (2016). <i>Crew Resource Management Concepts</i>. Retrieved from https://www.youtube.com/watch?v=2AtyMuYEK9M FAA Safety Team Central Florida (2012). <i>Crew Resource Management - An Approach to System Safety</i>. Retrieved from https://www.youtube.com/watch?v=vshw 	
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			Management : A Strategic Approach, Pearson Education.	56Zd5f8 George, R. Inside the secret shipping industry. Retrieved from https://www.ted.com/talks/rose_george_inside_the_secret_shipping_industry	
47	MGMT 501 Advance Reading in Sports	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand emerging trends in sports management and interdisciplinary dimensions of sports. • Become the leaders and managers of sports industry. • Promote sports as tourism and an instrument for social development. 	<p>Objective: To delve deeper into emerging trends in sports management by understanding interdisciplinary dimensions of sport. The course aims to shape managers and leaders of future in the sports industry.</p> <p>Unit I Introduction to National and International Sports Associations, Emerging trends in sports event management-like IPL, Pro kabaddi, etc. women contribution in sports.</p> <p>Unit II Study of prominent sports personalities of world and especially of India, brand ambassadors and sports promotion, linkages with social development.</p> <p>Unit III Case studies of prominent sports organizations of world and especially of India.</p> <p>Unit IV Sports Tourism, sports and economic development, emerging trends in sports marketing, relationship between culture, social development and sports.</p> <p>Unit V Research in sports, emerging trends in sports management, technology and sports management.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Beech, John and Chadwick, Simon - The Business of Sport Management. Pearson 2013 2. Gillentine, Andy, Foundations of Sports Management, McGraw-Hill. 2009 	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p style="text-align: center;">Section A</p> <p>Introduction to National and International Sports Associations, Emerging trends in sports event management-like IPL, Pro kabaddi, etc. women contribution in sports.</p> <p style="text-align: center;">Section B</p> <p>Study of prominent sports personalities of world and especially of India, brand ambassadors and sports promotion, linkages with social development. Case studies of prominent sports organizations of world and especially of India.</p> <p style="text-align: center;">Section C</p> <p>Sports Tourism, sports and economic development, emerging trends in sports marketing, relationship between culture, social development and sports. Research in sports, emerging trends in sports management, technology and sports management.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Beech, John and Chadwick, Simon - The Business of Sport Management. (1ed) New Delhi, Pearson 2013 2. Gillentine, Andy, Foundations of Sports Management, (5 ed) New Delhi, McGraw-Hill. 2009 3. Stewart, Smith - Introduction to Sports Marketing, (3ed), London Routledge 2014 	

			<p>3. Stewart, Smith - Introduction to Sports Marketing, Routledge 2014</p> <p>4. Westerbeek Hans, Managing Sport Facilities and Major Events. Viva Books Pvt. Ltd. 2005</p> <p>5. List of web references will be provided by the instructor.</p>	<p>4. Westerbeek Hans, Managing Sport Facilities and Major Events. New Delhi, Viva Books Pvt. Ltd. 2005</p> <p>Suggested E Learning Material:</p> <p>1. Audiopedia, T. (2017, March). <i>What is sports Tourism?</i> Retrieved December 2018, from Youtube: https://www.youtube.com/watch?v=mJXTFDGlsIM</p> <p>2. Rai, M. (2017, December). <i>The 11 Most Famous Indian Sportspersons.</i> Retrieved December 2018, from culture trip: https://theculturetrip.com/asia/india/articles/the-11-most-famous-indian-sportspersons/</p> <p>6.</p>	

Annexure-VI B

Masters of Commerce

M.Com I Semester

Sr. No.	Course List	Learning Outcome	Existing Syllabus	Suggested Syllabus	Remarks
1	COM 402 Advanced Corporate Accounting	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand accounts of corporate with latest amendments. • Price level changes and its maintenance • Procure job in accounting field. 	<p>Objective :The objective is to enable the students to develop awareness about Corporate Accounting in conformity with the Provision of Companies' Act and latest amendments thereto with adoption of Accounting Standards.</p> <p>Unit 1: The nature of holding companies - Legal requirements for a holding company -Accounts of holding companies - the consolidated balance sheet. Schedule VI of the Companies Act and subsidiary companies. form of consolidated balance sheet. cost of acquiring control or goodwill . preference share capital in subsidiary companies. debentures in subsidiary companies. pre-acquisition profits/ reserves. pre-acquisition losses. inter-company transactions.</p> <p>Unit 2: Internal Reconstruction: Meaning - Objective - Procedure - Form of Reduction -Passing of Journal Entries. Meaning of Amalgamation and Acquisition - Types of</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p style="text-align: center;">Section A</p> <p>The nature of holding companies - Legal requirements for a holding company - Accounts of holding companies - the consolidated balance sheet. Schedule VI of the Companies Act and subsidiary companies. Form of consolidated balance sheet. Cost of acquiring control or goodwill .preference share capital in subsidiary companies. debentures in subsidiary companies. pre-acquisition profits/ reserves. pre-acquisition losses. inter-company transactions.</p> <p>Internal Reconstruction: Meaning - Objective - Procedure - Form of Reduction -Passing of Journal Entries. Meaning of Amalgamation and Acquisition - Types of Amalgamation - Amalgamation in the nature of Merger - Amalgamation in the nature of Purchase - Methods of Purchase Consideration - Calculation of Purchase Consideration (Ind AS 103) (Old AS14), Net asset Method - Net Payment Method,</p>	

			<p>Amalgamation - Amalgamation in the nature of Merger - Amalgamation in the nature of Purchase - Methods of Purchase Consideration - Calculation of Purchase Consideration (Ind AS 103) (Old AS14), Net asset Method - Net Payment Method, Accounting for Amalgamation (Problems on both the methods) - Entries and Ledger Accounts in the Books of Transferor Company and Transferee Company - Preparation of new Balance sheet. (Vertical Format) (Excluding External Reconstruction)</p> <p>Unit 3: Accounting for price level changes (Inflation Accounting): Introduction, history, limitations, profit measurement under different systems of accounting, methods of accounting for price level changes, current cost accounting (CCA) methods, different approaches, measurement of profits, merits and demerits, preparation of income statement, cost of sale of adjustment, depreciation procedure under CCA. Preparation of current cost balance sheet (CCB)</p> <p>Unit 4: Liquidation of Companies-</p>	<p>Accounting for Amalgamation (Problems on both the methods) - Entries and Ledger Accounts in the Books of Transferor Company and Transferee Company - Preparation of new Balance sheet. (Vertical Format) (Excluding External Reconstruction)</p> <p style="text-align: center;">Section B</p> <p>Accounting for price level changes (Inflation Accounting): Introduction, history, limitations, profit measurement under different systems of accounting, methods of accounting for price level changes, current cost accounting (CCA) methods, different approaches, measurement of profits, merits and demerits, preparation of income statement, cost of sale of adjustment, depreciation procedure under CCA. Preparation of current cost balance sheet (CCB)</p> <p>Liquidation of Companies-Scope, contributory preferential payments, preference dividend. Statement of affairs and deficiency surplus account. Liquidators final statement of account, liquidators remuneration, receiver for debenture holders.</p> <p style="text-align: center;">Section C</p> <p>Recent developments in Accounting: Human Resource Accounting: Definition, objectives, approaches, assumptions, advantages, objections of HRA. HRA in India. Human resource cost accounting, Human resource accounting (Theory Only). Social Responsibility Accounting: Meaning, Nature of social responsibility, need, objectives, accounting concept and</p>	
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			<p>Scope, contributory preferential payments, preference dividend. Statement of affairs and deficiency surplus account. Liquidators final statement of account, liquidators remuneration, receiver for debenture holders</p> <p>Unit 5: Recent developments in Accounting: Human Resource Accounting: Definition, objectives, approaches, assumptions, advantages, objections of HRA. HRA in India. Human resource cost accounting, Human resource accounting (Theory Only). Social Responsibility Accounting: Meaning, Nature of social responsibility, need, objectives, accounting concept and objectives of social responsibility, indicators of social performance. Value added statement-Economic value added-Environmental Accounting-Brand Accounting (Theory only)</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Arulanandam, D. M., & Raman, D. K. (2009). <i>Advanced Accounting</i>. Himalaya Publishing house 2. Jain, S. P., & Narang, K. L. (2009). <i>Corporate Accounting</i>. 	<p>objectives of social responsibility, indicators of social performance. Value added statement-Economic value added-Environmental Accounting-Brand Accounting (Theory only)</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Gupta, R.L. and Radhaswamy, M, (2003), <i>Advanced Accountancy</i> (14th ed.). Volume II, New Delhi: Sultan Chand & Sons. 2. Hanif. M and Mukherjee. A (2015), <i>Corporate Accounting</i> (2nd ed.). New Delhi: McGraw Hill. 3. Mukherjee, A. and Hanif, M, (2015), <i>Corporate Accounting</i> (11th ed.). New Delhi: McGraw Hill. 4. Maheshwari, SN & Maheshwari, SK. (2014), <i>Corporate Accounting</i> (5th revised & enlarged ed.). Vikas Publication. <p>Suggested E Learning Materials</p> <ol style="list-style-type: none"> 1. Palkar A., (2015) <i>Analyzing contentious issues in Holding-Subsidiary relationship</i>. Retrieved from http://lawstreetindia.com/experts/column?sid=118. 2. Welkins S., (2017) <i>Liquidation of Companies Part-1</i>. Retrieved from Youtube https://www.youtube.com/watch?v=-kyDI0TEr-0.J 3. Ramana D.V., (2016) <i>Human Resource Accounting</i> Retrieved from Youtube https://www.youtube.com/watch?v=nL7yXTqhgWc 	
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			<p>Kalyanipublications</p> <p>3. Gupta, R. L., Gupta, V. K., Accounting-Sultanchand,</p> <p>4. Schaltegger, S., & Burritt, R. (2017). Contemporary environmental accounting: issues, concepts and practice. Routledge.</p> <p>5. Schaltegger, S., Bennett, M., & Burritt, R. (Eds.). (2006). Sustainability accounting and reporting (Vol. 21). Springer Science & Business Media.</p>		
2	COM 403 Advanced Financial Managem ent	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand implementation of project evaluation techniques. • Advice and guide in valuation of stock/Shares. • Will be job ready as fundamental and technical analyst. 	<p>Objective: To enable the students to learn the process and issues relating to financial forecasting and planning and analyzing the various financial mediums such as financial lease or monitoring of projects.</p> <p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Unit 1: Overview of Financial Management; Functions of finance manager-challenges in globalization era; methods and sources of raising finance - sources of short-term and long-term finance- domestic - critical appraisal of different securities as sources of finance. Objectives of finance function - financing decision - investment</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p style="text-align: center;">Section A</p> <p>Overview of Financial Management; Functions of finance manager-challenges in globalization era; methods and sources of raising finance - sources of short-term and long-term finance- domestic - critical appraisal of different securities as sources of finance. Objectives of finance function - financing decision - investment decision - management of surplus or dividend decisions; Financial Forecasting and Planning - Meaning, estimation of Capital requirements, fixed Capital,</p>	

			<p>decision - management of surplus or dividend decisions; Financial Forecasting and Planning - Meaning, estimation of Capital requirements, fixed Capital, working Capital, importance of financial planning - problems in financial forecasting</p> <p>Unit 2: Project Financing: Meaning - definition - features - classification of projects - stages in project cycle - identification, formulation and implementation. Appraisal of Projects - Market feasibility, technical feasibility, financial feasibility,</p> <p>Unit 3: Financial Appraisal of a Project - Evaluation Techniques - traditional and modern (theoretical aspects only) Risk analysis - meaning - importance and techniques - Sensitivity, Break Even, Decision Tree, simulation analysis.</p> <p>Overview- IDBI, SIDBI, GIC, LIC, UTI, SFC, IFC - functions and schemes</p> <p>Unit 4: Valuation of Securities: Bond Valuation, Shares Valuation, Risk - Return Dimensions, Portfolio Management, Markowitz Model, Portfolio evaluation;</p>	<p>working Capital, importance of financial planning - problems in financial forecasting.</p> <p style="text-align: center;">Section B</p> <p>Project Financing: Meaning - definition - features - classification of projects - stages in project cycle - identification, formulation and implementation. Appraisal of Projects - Market feasibility, technical feasibility, financial feasibility, Financial Appraisal of a Project - Evaluation Techniques - traditional and modern (theoretical aspects only) Risk analysis - meaning - importance and techniques - Sensitivity, Break Even, Decision Tree, simulation analysis.</p> <p>Overview- IDBI, SIDBI, GIC, LIC, UTI, SFC, IFC - functions and schemes.</p> <p style="text-align: center;">Section C</p> <p>Valuation of Securities: Bond Valuation, Shares Valuation, Risk - Return Dimensions, Portfolio Management, Markowitz Model, Portfolio evaluation; Lease Financing: meaning- types-accounting treatment- tax treatment-critical evaluation, Lease vs Hire purchase</p> <p>Financial derivatives - forwards and futures, options, swaps; Pricing of futures, options strategies - derivatives for financial risk management, Credit Derivatives. Mergers and Takeovers: regulatory framework, various types including spin off's and divestitures, Indian Scenario</p> <p>Suggested Readings</p>	
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			<p>Lease Financing: meaning- types- accounting treatment- tax treatment- critical evaluation, Lease vs Hire purchase</p> <p>Unit 5: Financial derivatives - forwards and futures, options, swaps; Pricing of futures, options strategies - derivatives for financial risk management, Credit Derivatives</p> <p>Mergers and Takeovers: regulatory framework, various types including spin off's and divestitures, Indian Scenario</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Brigham, E. F., & Houston, J. F. (2012). Fundamentals of financial management. Cengage Learning. 2. Higgins, R. C. (2012). Analysis for financial management. McGraw-Hill/Irwin. 3. Brigham, E. F., & Ehrhardt, M. C. (2013). Financial management: Theory & practice. Cengage Learning. 4. Chandra, P. (2011). Financial management. Tata McGraw-Hill Education. 5. Rustagi, R. P. (2000). Financial Management: Theory concepts and Problems, 	<ol style="list-style-type: none"> 1. Brigham, E. F. (1979). <i>Financial management: theory & practice</i>. (1st ed.). New York. Dryden Press. 2. Van Horne James, C. (2002). <i>Financial Management & Policy</i>. (12th ed.). New Delhi. Pearson Education India. 3. Pandey, I. M. (1995). <i>Essentials of Financial Management</i>, (4th ed.). New Delhi. Vikas Publishing House. 4. Jain, P. K., & Khan, M. Y. (2005). <i>Basic financial management</i>. (4th ed.). New Delhi. Tata McGraw-Hill. 5. Chandra, P. (2011). <i>Financial management</i>. (8th ed.) New Delhi. Tata McGraw-Hill Education. 6. Srivastava, R., & Misra, A. (2012). <i>Financial Management</i>. (1st ed.) New Delhi. Oxford University Press. <p>Suggested E Learning Material</p> <ol style="list-style-type: none"> 1. Chou C.S. (2016) Financial Management (Overview of Finance) Retrieved from Youtube https://www.youtube.com/watch?v=yVaj2raL744 2. Rajan,A.T.(2014) Overview and introduction to project finance Retrieved from Youtube https://www.youtube.com/watch?v=KCo ytFTpHdk 3. Petrov K.,(2014) <i>Financial Derivatives</i> Retrieved from Youtube https://www.youtube.com/watch?v=CQJVsfCib4 	
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			Galgotia Publishing Company. 6. Vasant Desai . Project Management, Himalaya Publishing House, Mumbai.		
3	COM 406 Business Economics	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand macroeconomic environment and its implications on decision making. • Understand role of economic theory in managerial decision making. • Learn about concept of demand, production and cost. • Accurate business decisions. • Understand the macro economics concepts and its impact on business 	<p>Objective: To familiarize students with the micro economics and macro economics concepts which will be useful in effective business management and helps in analyzing the current economy.</p> <p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Unit 1: Basic Economic Problem- Choice and Scarcity- Consumer preferences, opportunity sets, optimum choices, indirect utility demand functions, income and substitution effects, , normal versus inferior goods, types of demand functions, elasticity, consumer surplus, revealed preference Concept of Equilibrium: General Equilibrium v/s Partial Equilibrium</p> <p>Unit 2: Production functions, types of production functions- Marginal products, rate of technical substitution, technical progress, cost functions, average and</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p style="text-align: center;">Section A</p> <p>Basic Economic Problem- Choice and Scarcity- Consumer preferences, opportunity sets, optimum choices, indirect utility demand functions, income and substitution effects, , normal versus inferior goods, types of demand functions, elasticity, consumer surplus, revealed preference Concept of Equilibrium: General Equilibrium v/s Partial Equilibrium, equilibrium of a firm,</p> <p style="text-align: center;">Section B</p> <p>Production functions, types of production functions- Marginal products, rate of technical substitution, technical progress, cost functions, average and marginal costs, short run versus long run costs, Economies of scale and scope, Profit maximization, Cost minimization, derivation of input</p>	

			<p>marginal costs, short run versus long run costs, Economies of scale and scope, Profit maximization, Cost minimization, derivation of input demand-Short Run and Long Run Cost Curve.</p> <p>Unit 3: Theory of Pricing: The Market and the criteria for market classification, equilibrium of a firm, perfect competition, main features, equilibrium of a firm, shutdown point for a perfectly competitive firm, supply curve, price determination in perfectly competitive industry. Pure monopoly, features, causes of origin of monopoly, equilibrium of monopoly firm. Monopolistic competition, meaning and features. Oligopoly, features classifying oligopoly situations, differentiated oligopoly pricing under perfect collusion, Sweezy's kinked model.</p> <p>Unit 4: National Income - Concept and Measurement - GDP - GNP - Different forms of national income accounting: Social accounting, flow of funds accounting and balance of payments accounting- Difficulties in the Measurement of National Income - Social Accounting -</p>	<p>demand- Short Run and Long Run Cost Curve.</p> <p>Theory of Pricing: The Market and the criteria for market classification, perfect competition, main features, shutdown point for a perfectly competitive firm, supply curve, price determination in perfectly competitive industry. Pure monopoly, features, causes of origin of monopoly, equilibrium of monopoly firm. Monopolistic competition, meaning and features. Oligopoly, features classifying oligopoly situations, differentiated oligopoly pricing under perfect collusion, Sweezy's kinked model.</p> <p style="text-align: center;">Section C</p> <p>National Income - Concept and Measurement - GDP - GNP - Different forms of national income accounting: Social accounting, flow of funds accounting and balance of payments accounting- Difficulties in the Measurement of National Income - Social Accounting - Presentation of Social Accounts - Importance of Social Accounting - Difficulties in Social Accounting. Concept and Recent Trends in Indian Economy (An Overview). Monetary Policy, Fiscal Policy, Foreign Trade Policy, Exchange Rate Policy</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> Ahuja, H. L. (2014). Advance Economic Theory (8th ed.). New Delhi: Sultan Chand & Sons. Diwedi, D. N. (2015). Managerial 	
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			<p>Presentation of Social Accounts - Importance of Social Accounting - Difficulties in Social Accounting</p> <p>Unit 5: Concept and Recent Trends in Indian Economy (An Overview)</p> <p>Monetary Policy, Fiscal Policy, Foreign Trade Policy, Exchange Rate Policy</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Ahuja H. L., Advanced Economic Theory : Microeconomics Analysis, 13th Edition, S. Chand and Co. Ltd., New Delhi. 2. Dwivedi D.N.: Managerial Economics, Vikas Publications 3. Gupta G.S., Paul S, Mote V.L.: Managerial Economics Concepts and Cases, Tata Mac Graw Hill Publications 4. Mehta P.L. : Managerial Economics, Analysis, Problems and Cases, Sultan Chand & Sons New Delhi 5. Baumol, W.J.: Economic Theory and Operations Analysis, Prentice Hall of India, New Delhi. 6. Dewett K. K., Modern Economic Theory, S. Chand & Company Ltd. 7. Sen, A. Microeconomics: 	<p>Economics (8th ed.). New Delhi: Vikas Publications.</p> <ol style="list-style-type: none"> 3. Koutsoyannis, A. (1975). Modern Micro Economics. London: Palgrave Mcmilan UK. 4. Mehta, P. L. (2016). Managerial Economics, Analysis, Problems, and Cases (10th ed.). New Delhi: Sultan Chand & Sons. 5. Varshney, R. L., &Maheshwari, K. L. (2014). Managerial Economics (22nd ed.). New Delhi: Sultan Chand & Sons. 6. Gupta G. S., Paul S, Mote V.L. (2007). Managerial Economics Concepts & Cases (1sted.)Tata Mc Graw Hill Publication. <p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Agrawal, D. (2017, Mar 8). <i>Indifference curve</i>. Retrieved from Youtube: https://www.youtube.com/watch?v=3l_rYca4eio. 2. econ (2012). <i>Cost</i>. Retrieved from: Guide:http://www2.econ.iastate.edu/classes/econ301/jintanakul/Notes/Ch7.pdf 3. Khan, Y. (2014, Dec 18). <i>Production function</i> . Retrieved from Youtube: https://www.youtube.com/watch?v=MwuTt3L2hEQ. 4. Bhogal, S. (2018, June 04). <i>Income and cross elasticity</i>. Retrieved from Youtube: https://www.youtube.com/watch?v=i7O4CriwwrY. 5. Dani, S. (2016, Nov 20). <i>A Research Paper on an Impact of Goods and Service Tax (GST) on Indian</i> 	
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			Theory and Applications, Oxford University Press, New Delhi.	<p><i>Economy</i>. Retrieved Jan 9, 2019, from www.omicsonline.org: https://www.omicsonline.org/open-access/a-research-paper-on-an-impact-of-goods-and-service-tax-gst-on-indianeconomy-2151-6219-1000264.php?aid=82626</p> <p>6. Gangwani, K. (2011, April). <i>Emerging Trends in Indian Capital Market</i>. Retrieved March 1, 2019, from www.nevillewadia.com: http://www.nevillewadia.com/images/Cronicle2011/Miss.%20Kiran%20Gangwani_FIN_40-45.pdf</p> <p>7. RBI. (n.d.). <i>Monetary Policy</i>. Retrieved Feb 28, 2019, from www.rbi.org.in: https://www.rbi.org.in/scripts/FS_Overview.aspx?fn=2752</p>	
4	COM 407 Entrepreneurship	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Familiarize with the basics of entrepreneurship. • Learn about systematic process to select and screen a business idea. • Developing a business plan using financial, operational, organizational, market, and sales knowledge. 	<p>Objectives :The aim of this course is to spread an entrepreneurial culture, by combining a set of technical and social skills, which are aimed to encourage the creation of new entrepreneurship or intra-entrepreneurship projects. This course aims to contribute to the development of an entrepreneur attitude and to make students look closely to subjects related to the entrepreneurship process.</p> <p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit.</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content :</p> <p>Section A</p> <p>What is Innovation? What is Entrepreneurship? The Power of Entrepreneurship, Entrepreneurial traits and competencies, entrepreneur vs intrapreneur, social intelligence for</p>	

			<p>Unit 1: What is Innovation? What is Entrepreneurship? The Power of Entrepreneurship, Entrepreneurial traits and competencies, entrepreneur vs intrapreneur, social intelligence for entrepreneurs, classification and types of entrepreneurship, Factors affecting entrepreneurial growth</p> <p>Unit 2: Motivation, Entrepreneurial Motivational training, Different Motivational theories, Grass-root ideas in entrepreneurship, Meaning of rural entrepreneurship and problems of rural entrepreneurship Entrepreneurial support systems- current government policies and measures towards promotion of entrepreneurship; Incubation cell</p> <p>Unit 3: Social Entrepreneurship: Concept, Models of social entrepreneurship (Elkington &Hartigan 2008) and relevant case studies, Triple bottom line and role of social entrepreneurs Women Entrepreneurs: Reasons for low women entrepreneurs in India, role, problems and prospects, stories of women entrepreneurs.</p>	<p>entrepreneurs, classification and types of entrepreneurship, Factors affecting entrepreneurial growth. Motivation, Entrepreneurial Motivational training, Different Motivational theories, Grass-root ideas in entrepreneurship, Meaning of rural entrepreneurship and problems of rural entrepreneurship Entrepreneurial support systems- current government policies and measures towards promotion of entrepreneurship; Incubation cell</p> <p style="text-align: center;">Section B</p> <p>Social Entrepreneurship: Concept, Models of social entrepreneurship (Elkington &Hartigan 2008) and relevant case studies, Triple bottom line and role of social entrepreneurs Women Entrepreneurs: Reasons for low women entrepreneurs in India, role, problems and prospects, stories of women entrepreneurs. Why entrepreneurs fail, how they succeed? Case studies of start ups</p> <p style="text-align: center;">Section C</p> <p>MSME: Definition, role in India's economic development, Sources of information for entrepreneurs in India, Incentives and benefits available to MSME entrepreneurs. Creating Entrepreneurial Venture: Ideation - sources of new ideas, methods of generating ideas; creative problem solving; opportunity recognition; environmental scanning: SWOT, PESTLE; competitor and industry analysis</p>	
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			<p>Why entrepreneurs fail, how they succeed? Case studies of start ups</p> <p>Unit 4: MSME: Definition, role in India's economic development, Sources of information for entrepreneurs in India, Incentives and benefits available to MSME entrepreneurs. Creating Entrepreneurial Venture: Ideation - sources of new ideas, methods of generating ideas; creative problem solving; opportunity recognition; environmental scanning: SWOT, PESTLE; competitor and industry analysis</p> <p>Unit 5: Feasibility study: Technical, Financial, Marketing, Personnel and Management, preparing business plan. Sources of capital: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs Legal issues: brief overview of- intellectual property rights, patents, trademarks, copy rights, trade secrets, licensing. Business Crises</p> <p>Suggested Readings :</p> <ol style="list-style-type: none"> 1. Jain P.C. : Hand Book for New Entrepreneurs, Oxford University Press 2. Hisrich Robert D., Manimala Mathew J., Peters Michael P., 	<p>Feasibility study: Technical, Financial, Marketing, Personnel and Management, preparing business plan. Sources of capital: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs Legal issues: brief overview of- intellectual property rights, patents, trademarks, copy rights, trade secrets, licensing. Business Crises</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Desai, V. (2012). The Dynamics of Entrepreneurial Development & Management (5th ed.). Mumbai: Himalaya Publishing House. 2. Drucker, P. F. (1985). <i>Innovation and Entrepreneurship</i> (1st ed.). Uttar Pradesh: Harper Collins. 3. Gupta, A.K. (2016). <i>Grassroots Innovations (Minds On the Margin Are Not Marginal Minds)</i> (1st ed.). New Delhi: Random House India. 4. Hisrich, R. D., Manimala, M. J., Peters, M, P. & Shepherd, D. A. (2014). <i>Entrepreneurship</i> (9th ed.). New Delhi: McGraw Hill. 5. Jain, P. C. (1999). <i>Hand Book for New Entrepreneurs</i> (1st ed.). New Delhi: Oxford University Press. 6. Roy, R. (2011). <i>Entrepreneurship</i> (2nd ed.). New Delhi: Oxford 	
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			<p>Shepherd Dean A.: Entrepreneurship, McGraw Hill Publication</p> <p>3. Desai Vasant : Dynamics of Entrepreneurial Development & Management, Himalaya Publishing House.</p>	<p>University Press.</p> <p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Barringer, B. R. (2009). <i>Preparing Effective Business Plans: An Entrepreneurial Approach</i>. Retrieved March 1, 2019, from www.pearson.com: https://www.pearson.com/us/higher-education/product/Barringer-Preparing-Effective-Business-Plans-An-Entrepreneurial-Approach/9780132318327.html?tab=contents 2. Jose, T. (2019, Jan). <i>Micro, Small and Medium Enterprises (MSME): The Importance in Indian Economy</i>. Retrieved Feb 20, 2019, from www.clearias.com: https://www.clearias.com/micro-small-and-medium-enterprises-msme/ 3. Toppr. (n.d.). <i>Meaning and Concept of Social Entrepreneurship</i>. Retrieved Feb 23, 2019, from www.toppr.com: https://www.toppr.com/guides/business-management-and-entrepreneurship/social-entrepreneurship/meaning-and-concept-social-entrepreneurship/ 4. Women Entrepreneurs India. (n.d.). <i>Success Stories</i>. Retrieved Feb 22, 2019, from www.womenentrepreneursindia.com: https://www.womenentrepreneursindia.com/success-stories.php 	
5	COM 409 Indian	Upon completion of the course student will be able to:	Objective: The course aims to develop understanding about the main	Note: The paper will contain 3 questions from every section	

	<p>Ethos and Culture</p>	<ul style="list-style-type: none"> • Understand ancient Indian spiritual teachings. • Develop value oriented approach in life. • Develop capacity to deal with women issues. 	<p>characteristics of Indian ethos and culture along with relevance in contemporary times. To assimilate Indian ethos and values relevant for commerce, management and entrepreneurship. To enable participants with skill to analytically approach Indian ideas for application in life.</p> <p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Unit 1: Rationale for studying Indian ethos, Overcoming cognitive dominance, Concept of Indian ethos and culture, Indian cultural traditions, Indian folk lores, proverbs and local idioms as a source of management, Insights for commerce from of Panchtantra stories.</p> <p>Unit 2: Concept of Yin Trinity and implications, Vivekananda's ideas on Vedant, Concept of Purusharth, Karma Yog,Basket of needs, Harm minimization & harmonization, Commerce principles in Kautilya'sArthshastra</p> <p>Unit 3: Character competence, Values & ethics, Value categorization, PanchmukhiVikas, Dada Bhai Naoroji's Drain theory,</p>	<p>aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content :</p> <p>Section A</p> <p>Rationale for studying Indian ethos, Overcoming cognitive dominance, Concept of Indian ethos and culture, Indian cultural traditions, Indian folk lores, proverbs and local idioms as a source of management, Insights for commerce from of Panchtantra stories.</p> <p>Concept of Yin Trinity and implications, Vivekananda's ideas on Vedant, Concept of Purusharth, Karma Yog,Basket of needs, Harm minimization & harmonization, Commerce principles in Kautilya's Arthshastra.</p> <p>Section B</p> <p>Character competence, Values & ethics, Value categorization, PanchmukhiVikas, Dada Bhai Naoroji's Drain theory, Brain Drain and economic implications , Integrative intelligence as a solution to VUCA.</p> <p>Section C</p> <p>Indian models of holistic approach - OSHA, VEDA Model, Indian tools of creativity: Techniques for mind liberation, Arrival of best: A foundation principle for human values.</p> <p>Indian ethics & the spirit of</p>	
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			<p>Brain Drain and economic implications ,Integrative intelligence as a solution to VUCA.</p> <p>Unit 4: Indian models of holistic approach - OSHA, VEDA Model, Indian tools of creativity: Techniques for mind liberation, Arrival of best: A foundation principle for human values</p> <p>Unit 5: Indian ethics & the spirit of development, Business Systems in Ancient India, Business ethos & the concept of ShubhLabh, Spiritually guided materialism, Bharatiya Model of Financial Literacy</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Subhash Sharma: Management in New Age: Western Windows Eastern Doors Management, New age publication. 2. Management Concepts in Ancient Indian Psycho-Philosophical Thought and Their Significance for Present Day Organization- Ipshita Bansal, Popular Book Depot. 3. Subhash Sharma: New Mantras in Corporate corridors From Ancient Routes to Global Roots, New age Publications. 4. S.K. Chakraborty: Human Values for Managers, Oxford 	<p>development, Business Systems in Ancient India, Business ethos & the concept of ShubhLabh, Spiritually guided materialism, Bharatiya Model of Financial Literacy.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Sharma, S. (1996). <i>Management in New Age: Western Windows, Eastern Doors (2 ed.)</i>, New Age International Publication. 2. Sharma, S. (2007). <i>New Mantras In Corporate Corridors From Ancient Roots To Global Routes (2 ed.)</i>. New Delhi: New Age Int. Pvt. Ltd. 3. Dasgupta, Ajit K. (1993). <i>A History of Indian Economic Thought</i> (ed. 1). London and New York: Routledge history of economic thought series. 4. Sharma, S. (2013). <i>Wisdom & Consciousness from the East: Life Living & Leadership</i>(ed.2). Bengaluru: IBA Publications. 5. Dave, N.V. (1997). <i>Vedanta and Management: Relevance of Vedantic Concepts in Modern Management Practices (ed.3)</i>. New Delhi: Deep & Deep Publications. <p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Joshi, A. (2018, Jan 3). Indegeneous Management System an introduction. Retrieved Feb 12, 2019, from www.youtube.com: https://www.youtube.com/watch?v= 	
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			<p>University Press.</p> <p>5. Sharda S. Nandram, Puneet K. Bindlish, Wim A.J. Keizer: Understanding Integrative Intelligence Embodied in S model, Springer.</p> <p>6. Sharda S. Nandram, Puneet K. Bindlish: Managing VUCA Through Integrative Self- Management, Springer</p> <p>7. BhagwadGeeta(Geeta Press)</p> <p>8. Vishnu Sharma: Panchtantra Stories, Chaukhamba Publications.</p> <p>9. MadhavShastri: "Kyo", Chaukhamba Publications.</p> <p>10. JeevancharyaVigyan(Geeta Press)</p> <p>11. A history of Indian Economic Thought :Asit Das Gupta Routledge Publication.</p>	<p>q5K2Hff85MM</p> <p>2. Joshi, A. (2016, Dec 7). Management from BhagwadGeeta :A Few Insights. Retrieved Feb 18, 2019, from ShastriyaPrabandhan - A Bharatiya Design Thinking Approach to Education and Management: http://ankurjoshi.in/bhagwad-gita-management/</p> <p>3. Sharda, N. S., & Bindlish, P. K. (2017). Managing VUCA Through Integrative Self-Management. Retrieved Feb 24, 2019, from books.google.co.in: https://books.google.co.in/books?id=vKnNDgAAQBAJ&pg=PA325&lpg=PA325&dq=Integrative+intelligence+as+a+solution+of+VUCA&source=bl&ots=P7PmomwwA0&sig=ACfU3U3zkWF2mhFm4a5wa8ufS1ArFgkwrg&hl=en&sa=X&ved=2ahUKEwjoppKS8OPgAhUWiHAKHbO3AgQ4ChDoATAAegQIChAB#v=onepag</p> <p>4. Sharma, S. (1999, Oct 1). Corporate Gita: Lessons for Management, Administration and Leadership. Retrieved March 1, 2019, from journals.sagepub.com: https://journals.sagepub.com/doi/10.1177/097168589900500203</p> <p>5. Sharma, S. (2006, Jan). Management In New Age: Western Windows Eastern Doors. Retrieved Feb 21, 2019, from www.researchgate.net: https://www.researchgate.net/publication/304935846_Management_In_New_Age_Western_Windows_East</p>	
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6	COM 411 Organizational Communication	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand the specifications of formal communication process. • Draft different forms of written communication. • Learn to prepare and deliver presentations. • Understand assimilation of verbal and non-verbal communication. 	<p>Unit 1: Introduction: Meaning, Importance of Communication, Purpose of Communication, Process of Communication, Communication Structure in Organizations, Barriers in Communication, Pre-requisites for Effective Communication, and Communication Network.</p> <p>Unit 2: Verbal and Non-Verbal Communication: Meaning, Principles of successful Oral Communication, Barriers in Oral Communication, Conversation Control - Reflection and Empathy, Effective Principles of Oral Communication; Nonverbal Communication - Meaning, Characteristics, and Guidelines for developing Non-verbal Communication.</p> <p>Unit 3: Written Communication: Meaning, Importance of skills in Written Communication, Purpose of Writing, Elements of</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content: SECTION A Introduction: Meaning, Importance of Communication, Purpose of Communication, Process of Communication, Communication Structure in Organizations, Barriers in Communication, Pre-requisites for Effective Communication, and Communication Network. Verbal and Non-Verbal Communication: Meaning, Principles of successful Oral Communication, Barriers in Oral Communication, Conversation Control - Reflection and Empathy, Effective Principles of Oral Communication; Nonverbal Communication - Meaning, Characteristics, Classification, and Guidelines for developing Non-verbal Communication.</p>	

			<p>Writing, and Principles of Effective Writing; Business Letters and Reports - Introduction, Meaning, Importance, Types of Business Letters and Report Writing, Writing of Business Letters and Reports, and Writing of Memos; Reading Comprehension - Discussion of Passages with questions to be answered.</p> <p>Unit 4: Listening: Meaning, Significance, Types, Myths about Listening, Barriers and Overcoming Measures, Stages of Listening, and Body Language of an Active Listener. Presentation Skills: Meaning, Elements of Presentation, Designing a Presentation, Six great Helpers in Presentation, and Steps to a Successful Presentation; Group Communication - Meetings, Seminars, Conferences, Workshops and Business Etiquettes.</p> <p>Unit 5: Employment Communication: Introduction, Writing CVs, Group Discussion, Interview Skills and Impact of Technological Advancement on Business Communication. Ethics in Group Discussion</p>	<p>SECTION B Written Communication: Meaning, Importance of skills in Written Communication, Purpose of Writing, Elements of Writing, and Principles of Effective Writing; Business Letters and Reports - Introduction, Meaning, Importance, Types of Business Letters and Report Writing, Writing of Business Letters and Reports, and Writing of Memos; Reading Comprehension - Discussion of Passages with questions to be answered.</p> <p>SECTION C Listening: Meaning, Significance, Types, Myths about Listening, Barriers and Overcoming Measures, Stages of Listening, and Body Language of an Active Listener. Presentation Skills: Meaning, Elements of Presentation, Designing a Presentation, Six great Helpers in Presentation, and Steps to a Successful Presentation; Group Communication - Meetings, Seminars, Conferences, Workshops and Business Etiquettes. Employment Communication: Introduction, Writing CVs, Group Discussion, Interview Skills and Impact of Technological Advancement on Business Communication. Ethics in Group Discussion</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 5. Lesikar, R. V., Pettit, J. D., & Flatley, M. E. (1993). Basic business communication. Irwin. 6. Bovee, & Courtland. (2012). Business Communication Today, 	
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			<p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Lesikar, R. V., Pettit, J. D., & Flatley, M. E. (1993). Basic business communication. Irwin. 2. Bovee, & Courtland. (2012). Business Communication Today, 10/e. Pearson Education India. 3. Gimenez, J. C. (2000). Business e-mail communication: some emerging tendencies in register. English for Specific Purposes, 19(3), 237-251. 4. Bovée, C. L., Thill, J. V., & Schatzman, B. E. (2010). Business communication essentials. Pearson Prentice Hall. <p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Rout, N. R. (2018). Business Communication. Retrieved from youtube: https://lecturenotes.in/notes/8051-notes-for-business-communication-bc-by-nihar-ranjan-rout 2. Mulchandani, D. (2016, Sep 21). Business Communication Introduction. 3. Retrieved from: https://www.youtube.com/watch?v=nFqFQtCUBNc. 4. Young Entrepreneur Forum (2018). Business Communication Skills. Retrieved from youtube: https://www.youtube.com/watch?v=bc0Z_n37Q3U. 	<p>10/e. Pearson Education India.</p> <ol style="list-style-type: none"> 7. Gimenez, J. C. (2000). Business e-mail communication: some emerging tendencies in register. English for Specific Purposes, 19(3), 237-251. 8. Bovée, C. L., Thill, J. V., & Schatzman, B. E. (2010). Business communication essentials. Pearson Prentice Hall. <p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 5. Rout, N. R. (2018). Business Communication. Retrieved from youtube: https://lecturenotes.in/notes/8051-notes-for-business-communication-bc-by-nihar-ranjan-rout 6. Mulchandani, D. (2016, Sep 21). Business Communication Introduction. 7. Retrieved from: https://www.youtube.com/watch?v=nFqFQtCUBNc. 8. Young Entrepreneur Forum (2018). Business Communication Skills. Retrieved from youtube: https://www.youtube.com/watch?v=bc0Z_n37Q3U. 	
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M.Com II Semester

Sr. No.	Course List	Learning Outcome	Existing Syllabus	Suggested Syllabus	Remarks
7	COM 401 Advanced Business Laws I	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand business law and related terminologies. • Gain knowledge about partnership firms, registration and partnership deed. • Understand key terms like price, warranty, guarantee. 	<p>Objective: To familiarize students with various legal aspects that become material in running a business effectively and to inculcate the legal awareness among the students.</p> <p>Course Content:</p> <p>Unit 1: Introduction to Business Law: Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law.</p> <p>Unit 2: Law of contract -Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent ,Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract, Contracts of Guarantee and indemnity - Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, Surety.</p> <p>Unit 3: Contracts of Bailment and Pledge - Introduction, Bailment and its Kinds, Definition of bailment ,Kinds of bailment, Bailor and Bailee, Termination</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content:</p> <p style="text-align: center;">Section A</p> <p>Introduction to Business Law: Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law. Law of contract - Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent ,Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract, Contracts of Guarantee and indemnity - Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, Surety.</p> <p style="text-align: center;">Section B</p> <p>Contracts of Bailment and Pledge - Introduction, Bailment and its Kinds, Definition of bailment ,Kinds of bailment, Bailor and Bailee, Termination of Bailment, Finder of Lost Goods, Pledge or Pawn, Pledge by Non-owners, Pledgor and Pledgee, Contract of Agency - Introduction, Agent and Agency, Kinds of Agencies,</p>	

			<p>of Bailment, Finder of Lost Goods, Pledge or Pawn, Pledge by Non-owners, Pledgor and Pledgee, Contract of Agency - Introduction, Agent and Agency, Kinds of Agencies, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney.</p> <p>Unit 4: Law of Partnership: Introduction, Meaning and Nature of Partnerships, Registration of Firms, Partnership Deed, Relations of Partners to One Another, Relations of Partners to Third Parties, Changes in a Firm, Dissolution.</p> <p>Unit 5: Law of sales of Goods - Contract of sale, Goods and their classification, Meaning of price, Conditions and Warranties, Passing of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights, Remedies for breach of contract.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Tulsian: Business & Industrial Law For B.Com Pass - Tata McGraw-Hill Education 2. Nolakha: Business Laws: Business Regulatory 	<p>Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney.</p> <p style="text-align: center;">Section C</p> <p>Law of Partnership: Introduction, Meaning and Nature of Partnerships, Registration of Firms, Partnership Deed, Relations of Partners to One Another, Relations of Partners to Third Parties, Changes in a Firm, Dissolution. Law of sales of Goods - Contract of sale, Goods and their classification, Meaning of price, Conditions and Warranties, Passing of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights, Remedies for breach of contract.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Tulsian, P.C. (2018). <i>Business Laws</i>(3 ed.). New Delhi: Tata Mcgraw Hill Education. 2. Nolakha, R. L. (2015). <i>Business Laws</i>(25 ed.). New Delhi: R.B.D. Publishing House 3. Kelly, David (2011). <i>Business Laws</i>(1 ed.).Routledge Publication. <p>Suggested E Learning Material</p> <ol style="list-style-type: none"> 1. Sachdeva, S. (2017, Dec 28). <i>Nature of contract</i>. Retrieved from Youtube: https://www.youtube.com/watch?v=jnNHtCODRFw&list=PLVE_dFhGA23xpZE8CMqm5rlZj5Pftnsli 2. Advocate Khoj (2012). <i>Partnership act 1932</i>. Retrieved from: http://www.advocatekhoj.com/library/bareacts/partnership/index.php?Title 	
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			<p>Framework - Ramesh Book Depot</p> <ol style="list-style-type: none"> 3. Robert W. Emerson: Business Law - Barren's Educational Series 4. David Kelly: Business Law - Routledge, 2002 5. Clarkson, Miller, Jentz, Cross: Business Law: Text and Cases - Cengage Learning 6. Miller and Cross: Business Law, Alternate Edition - Cengage Learning 7. Marianne M. Jennings: Business Law: Principles for Today's Commerical Environment: Principles Volume - Cengage Learning. 	<p>=Indian%20Partnership%20Act,%201932</p> <ol style="list-style-type: none"> 3. Khandelwal, P. (2015, Dec 3). <i>Sale of goods act 1930</i> . Retrieved from Youtube: https://www.youtube.com/watch?v=fXK7F_W5yJI. 4. Vyas,S.(2017) <i>Special Contract-Pledge and Bailment</i> Retrieved from Youtube: https://www.youtube.com/watch?v=MQR_eqP9IEw 	
8	COM 404 Application Software for Accounting	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Learn usage of Tally ERP 9 for accounting purposes. • Learn usage of MS Excel in maintaining books of accounting. • Procure a job in the field of accounting. 	<p>Objective: To update and expand the skills in the application of accounting packages and to expose the students to computer application in the field of Accounting.</p> <p>Unit 1: Definition, Characteristics and limitations of computers - Elements of Computers - IT enabled services - BPO, KPO, Call centers. Computerized Accounting: Meaning and Features; An overview of Accounting Information System - AIS and Business organization, Production of Accounting Information - Accounting and System work, Information Concepts</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p style="text-align: center;">Section A</p> <p>Definition, Characteristics and limitations of computers - Elements of Computers - IT enabled services - BPO, KPO, Call centers. Computerized Accounting: Meaning and Features; An overview of Accounting Information System - AIS and Business organization, Production of Accounting Information - Accounting and System work, Information Concepts & Processing; Accounting procedures and controls in computer environment, Application of</p>	

			<p>&Processing; Accounting procedures and controls in computer environment, Application of Information Technology, Business Applications, Security Measures.</p> <p>Unit 2: Company creation and set-up of accounts in Tally (8.1 or higher version) Startup Tally, Quitting Tally, Creation of a Company, Alteration, deleting, and shut a company - Concepts of Grouping of Accounts - Predefined account groups, display or alter groups. Creating Ledger Accounts - Predefined ledger accounts, creation, display, alter and deleting ledger accounts - Inventory - items, groups, units, creating a single stock group, creating a multiple stock groups.</p> <p>Unit 3: Preparation of Accounting vouchers and its advanced usages, Types of Vouchers used in Tally, Creation of Voucher type, Types of accounting Vouchers , Accounting Features, Maintaining Bill-wise Details, Cost centre and cost category, interest calculation, Reversing journals and optional voucher, Memorandum Voucher - Inventory vouchers - delivery note, physical stock voucher, purchase order, sales order, receipt note, rejection in, rejection out, stock journal,</p>	<p>Information Technology, Business Applications, Security Measures. Company creation and set-up of accounts in Tally (8.1 or higher version) Startup Tally, Quitting Tally, Creation of a Company, Alteration, deleting, and shut a company - Concepts of Grouping of Accounts - Predefined account groups, display or alter groups.</p> <p>Section B</p> <p>Creating Ledger Accounts - Predefined ledger accounts, creation, display, alter and deleting ledger accounts - Inventory - items, groups, units, creating a single stock group, creating a multiple stock groups. Preparation of Accounting vouchers and its advanced usages, Types of Vouchers used in Tally, Creation of Voucher type, Types of accounting Vouchers , Accounting Features, Maintaining Bill-wise Details, Cost centre and cost category, interest calculation, Reversing journals and optional voucher, Memorandum Voucher - Inventory vouchers - delivery note, physical stock voucher, purchase order, sales order, receipt note, rejection in, rejection out, stock journal, Stock category, bill-wise details, multiple Godowns, different and actual bill quantity- Working with payroll info menu- payroll configuration and pay head creation- pay roll vouchers- payroll reports.</p> <p>Section C</p> <p>Preparation of Books of accounts with the help of windows based word processing and spreadsheet application software- Cash book, Bank book, Journal Register, Ledger, Purchase, Register, Sales Register, Display of Trial balance, manufacturing account, profit and loss accounts, balance sheets, consolidated statements companies/branches.</p>	
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			<p>Stock category, bill-wise details, multiple Godowns, different and actual bill quantity- Working with payroll info menu- payroll configuration and pay head creation- pay roll vouchers- payroll reports.</p> <p>Unit 4: Preparation of Books of accounts with the help of windows based word processing and spreadsheet application software- Cash book, Bank book, Journal Register, Ledger, Purchase, Register, Sales Register, Display of Trial balance, manufacturing account, profit and loss accounts, balance sheets, consolidated statements companies/branches. Preparation of bank reconciliation Statement</p> <p>Unit 5: Analysis of Financial statements in spreadsheet application software - calculating key financial ratios , Cash flow, Preparation of budgets and controlling through variance analysis. Calculation of Capital Budgeting techniques. Calculation of TDS in spreadsheet application software, Generation and Reconciliation of TDS Challans, Filing e-TDS return</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Bodnar, G. H., & Hopwood, W. S. (2012). Accounting 	<p>Preparation of bank reconciliation Statement Analysis of Financial statements in spreadsheet application software - calculating key financial ratios , Cash flow, Preparation of budgets and controlling through variance analysis. Calculation of Capital Budgeting techniques. Calculation of TDS in spreadsheet application software, Generation and Reconciliation of TDS Challans, Filing e-TDS return</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Nadhani, Asok K. (2015), <i>Implementing Tally. ERP 9</i>(2nded.). New Delhi: BPB Publications. 2. Bodnar, G.H., & Hopwood, W.S. (2012), <i>Accounting Information Systems</i>(7thed.). Pearson. 3. Turner, L., & Weickgenannt, A.B. (2016), <i>Accounting Information Systems: The Processes and Controls</i>(3rd ed.). John Wiley & Sons. 4. Smith,G (2011), <i>Excel application for accounting principles</i>(4th ed.), Nelson Education. <p>Suggested E Learning Material</p> <ol style="list-style-type: none"> 1. Income Tax Department, Govt. of India, .e-filing of TDS, Retrieved from https://www.incometaxindia.gov.in/Pages/tax-services/online-filing.aspx 2. Parmar, Amir. (2013, Oct 14), Finance Functions in Excel, Retrieved from https://www.youtube.com/watch?v=-6ERqkxlcFY 3. GaddamSubramanyam (2014, March 15). How to Learn Tally ERP 9, 	
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			<p>information systems. Pearson Higher Ed.</p> <p>2. Turner, L., & Weickgenannt, A. B. (2016). Accounting Information Systems: The Processes and Controls. John Wiley & Sons.</p> <p>3. Smith, G. (2011). Excel applications for accounting principles. Nelson Education.</p> <p>4. Garrison, R. H., Noreen, E. W., Brewer, P. C., & McGowan, A. (2010). Managerial accounting. Issues in Accounting Education, 25(4), 792-793.</p>	<p>Retrieved from https://www.youtube.com/watch?v=wIFdDoYc6Zc</p> <p>4. Das, Mimu. (2016, Sep 3). Cash Flow Statement in Excel, Retrieved from https://www.youtube.com/watch?v=3I4s3Gq9US8</p> <p>5. My eSheet (2016, Oct 1). How to prepare Trading and Profit & Loss Account in excel spread sheet, Retrieved from https://www.youtube.com/watch?v=TgBULNacfGw</p> <p>6. Mangesh, B. (2017, March 26). How to prepare vouchers in Tally ERP9, Retrieved from https://www.youtube.com/watch?v=PnzUiMLtQMk</p>	
9	COM 405 Auditing	<p>Upon completion of the course student will be able to:</p> <ol style="list-style-type: none"> 1. Understand importance of auditing. 2. Comprehend the practical dimensions of audit. 3. Practically implement an audit programme. 	<p>Objective : The objective of this paper is to impart knowledge pertaining to basic concepts of auditing and to acquaint students with auditing procedure & report writing.</p> <p>Unit 1: Introduction to Auditing - Meaning - Definition - Objectives - Differences between Accountancy and Auditing - Types of Audit - Advantages of Auditing - Preparation before commencement of new Audit - Audit Notebook - Audit Working Papers - Audit Program, Recent Trends in Auditing: Nature & Significance of Tax Audit - Cost Audit - Management</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content:</p> <p>Section A</p> <p>Introduction to Auditing - Meaning - Definition - Objectives - Differences between Accountancy and Auditing - Types of Audit - Advantages of Auditing - Preparation before commencement of new Audit - Audit Notebook - Audit Working Papers - Audit Program, Recent Trends in Auditing: Nature</p>	

			<p>Audit.</p> <p>Unit 2: Appointment of Auditor - Appointment of first auditor - Filling of casual vacancy - Ceiling on number of audits - Appointment of auditor of Government company. Auditor 's remuneration - Removal of auditors- Qualifications and disqualifications, Powers and duties of auditors, liabilities of auditors. Professional Ethics of an Auditor.</p> <p>Unit 3: Audit planning: Engagement letter - Audit programme - Audit note book -Audit papers - Audit work book - Audit contents - Audit markings; Internal Control: Meaning and objectives. Internal control for Sales - Purchases - Fixed assets - Cash - Bank - Pay Roll. Internal Check: Meaning, objectives and fundamental principles. Internal Check as regards: Wage Payments, Cash Sales, Cash Purchases. Internal Audit: - Advantages and Disadvantages of Internal Audit - Differences between Internal Check and Internal Audit.</p> <p>Unit 4: Checking and Vouching: Meaning - Definition - Importance - Routine, Voucher -Types of Vouchers - Vouching of Receipts: Cash Sales, Receipts from debtors, Proceeds of the sale of Investments. Vouching of</p>	<p>& Significance of Tax Audit - Cost Audit - Management Audit. Appointment of Auditor - Appointment of first auditor - Filling of casual vacancy - Ceiling on number of audits - Appointment of auditor of Government company. Auditor 's remuneration - Removal of auditors- Qualifications and disqualifications, Powers and duties of auditors, liabilities of auditors. Professional Ethics of an Auditor.</p> <p style="text-align: center;">Section B</p> <p>Audit planning: Engagement letter - Audit programme - Audit note book -Audit papers - Audit work book - Audit contents - Audit markings; Internal Control: Meaning and objectives. Internal control for Sales - Purchases - Fixed assets - Cash - Bank - Pay Roll. Internal Check: Meaning, objectives and fundamental principles. Internal Check as regards: Wage Payments, Cash Sales, Cash Purchases. Internal Audit: - Advantages and Disadvantages of Internal Audit - Differences between Internal Check and Internal Audit. Checking and Vouching: Meaning - Definition - Importance - Routine, Voucher - Types of Vouchers - Vouching of Receipts: Cash Sales, Receipts from debtors, Proceeds of the sale of Investments. Vouching of Payments:</p> <p style="text-align: center;">Section C</p> <p>Cash Purchases, Payment to Creditors, Deferred Revenue Expenditure. Verification and Valuation of assets and liabilities - Differences between vouching, investigation, verification and valuation. Audit of Financial Statements: Receipts - Payments - Sales - Purchases - Fixed assets -Investments - Personal ledger - Inventories - Capital and Reserves - Other assets - Other liabilities.</p>	
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			<p>and Assurance: Theory and Practice. PHI Learning Pvt. Ltd.</p> <p>5. Sharma, T. R. (2010). Auditing Principles & Problems. SahityaBhawan, Agra.</p> <p>6. Ghatalia, S. V. (1989). Spicer & Pegler's Practical Auditing(Vol. 1). Allied Publishers.</p>	<p><i>auditing</i>. Retrieved from https://www.youtube.com/watch?v=465Bkxh4uMw</p> <p>4. 3. EsfahaniSmith,E. (2017). <i>There's more to life than being happy</i>. Retrieved From https://www.ted.com/talks/emily_esfahani_smith_there_s_more_to_life_than_being_happy</p>	
10	COM 408 Financial Institutions and Markets	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Develop capacity to work within financial institutions. • Develop practical knowledge about Money market and capital market. • Understand the concept of development banks and non banking financial institutions. 	<p>Objective: The purpose of the course is to provide a sound information and knowledge of broad framework of Financial System and its constituents. The course will provide the students an understanding of the inter-linkages and regulatory framework within which the system operates in India.</p> <p>Unit 1: Introduction: Nature and role of financial system; financial system and financial markets; financial system and economic development; Indian financial system-an overview.</p> <p>Unit 2: Financial Markets: Money and capital markets; Money market-meaning, constituents, functions of money market; Money market instruments - call money, treasury bills, certificates of deposits , commercial bills, trade bills etc.; Recent trends in Indian money markets; capital-market-primary and secondary markets; Depository system; government securities market; Role of SEBI-an overview; Recent</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content: SECTION A Introduction: Nature and role of financial system; financial system and financial markets; financial system and economic development; Indian financial system-an overview. Financial Markets: Money and capital markets; Money market-meaning, constituents, functions of money market; Money market instruments - call money, treasury bills, certificates of deposits , commercial bills, trade bills etc.; Recent trends in Indian money markets; SECTION B Capital-market-primary and secondary markets; Depository system; government securities market; Role of SEBI-an overview; Recent developments.</p>	

			<p>developments.</p> <p>Unit 3: Development Banks: Concept, objectives, and functions of development banks; Operational and promotional activities of development banks; IFCI, ICICI, IDBI, IRBI, SIDBI, NABARD; State Development Banks, State Financial Corporations.</p> <p>Unit 4: Unit Trust of India: Objectives, functions and various schemes of UTI; Role of UTI in industrial finance. Mutual Funds: Concept, performance appraisal, and regulation of mutual funds(with special to reference to SEBI guidelines); designing and marketing of mutual funds schemes; Latest mutual fund schemes in India-an overview.</p> <p>Unit 5: Non-Banking Financial Institutions: Concept and role of non-banking financial institutions; Source of Finance; Functions of non-banking financial institutions; Investment polices of non banking -financial institutions in India. Merchant Banking: Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Bhole, L.M.: Financial Markets and Institutions, Tata McGraw 	<p>Development Banks: Concept, objectives, and functions of development banks; Operational and promotional activities of development banks; IFCI, ICICI, IDBI, IRBI, SIDBI, NABARD; State Development Banks, State Financial Corporations.</p> <p>SECTION C</p> <p>Unit Trust of India: Objectives, functions and various schemes of UTI; Role of UTI in industrial finance. Mutual Funds: Concept, performance appraisal, and regulation of mutual funds(with special to reference to SEBI guidelines); designing and marketing of mutual funds schemes; Latest mutual fund schemes in India- an overview.</p> <p>Non-Banking Financial Institutions: Concept and role of non-banking financial institutions; Source of Finance; Functions of non-banking financial institutions; Investment polices of non banking -financial institutions in India. Merchant Banking: Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Saha, S. <i>Indian Financial Systems and Markets</i>. McGrawHill Education, New Delhi. 2. Shashi K.Gupta, N. A. <i>Financial Institutions & Markets</i>. Kalyani Publishers. 3. Singh, P. <i>Dynamics of Indian Financial System-Markets, Institutions & Services</i>. Ane Books Pvt Ltd. 4. Solti. <i>Banking and financial services</i>. New Century. 5. Suresh, P. &. <i>Management of banking and financial</i> 	
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			<p>Hill, Delhi.</p> <ol style="list-style-type: none"> 2. Ghosh, D: Banking Policy In India, Allied Publications, Delhi. 3. Giddy, I.H.: Global Financial Markets, A.I.T.B.S., Delhi. 4. Khan, M.Y.: Indian Financial system, Tata McGraw Hill, Delhi. 5. Reserve Bank of India, Various Reports, RBI Publications, Mumbai. 6. Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi. 7. Averbach, Robert D: Money, Banking and Financial Markets; MacMillan, London. 8. Avdhani: Investment and securities markets in India, Himalaya Publications, Delhi. 9. Srivastava ,R.M.: Management of Indian Financial Institutions: Himalaya Publishing House, Mumbai. 10. Verma, J.C.: Guide to Mutual Funds and investment Portfolio, Bharat Publishing House, New Delhi. 	<p>services.pearson.</p> <p>Suggested E Learning Material</p> <ol style="list-style-type: none"> 1. Kothair,M.(2016) <i>Capital Market and Money Market</i>.Retrieved from https://www.youtube.com/watch?v=0bDygBciD 2. Waghmare,S. and Kumar,S.M.(2015) <i>Performance evaluation of merchant banking in India</i> . Retrieved from http://epratrust.com/articles/upload/23.Dr.%20Waghmare%20Shivaji%20%20&%20Mr.%20Sandeep%20Kumar%20M.pdf . 3. Meenakshi, Yadav,M. (2016) <i>A Critical Analysis of Indian Mutual Funds Sector: A Case Study of Unit Trust of India (UTI) Mutual Fund, Bank of India (BOI) Mutual Fund and Tata Mutual Fund</i>. Retrieved from https://www.researchgate.net/publication/296752070_A_Critical_Analysis_of_Indian_Mutual_Funds_Sector_A_Case_Study_of_Unit_Trust_of_India_UTI_Mutual_Fund_Bank_of_India_BOI_Mutual_Fund_and_Tata_Mutual_Fund 	
11	COM 410 International Business and Finance	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand business environment and globalization affect. • Understand the working of 	<p>Objective: The objective of this course is to acquaint students with the theoretical framework of International Business and finance, and the Impact of its Environmental dynamics</p> <p>Note: The paper will contain 10 questions having 2 questions</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one</p>	

		<p>International economic Institution.</p> <ul style="list-style-type: none"> • Develop capacity to advice and guide in FOREX market. • Procure jobs as currency strategist and analyst. 	<p>from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Unit 1: Introduction: International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, India's involvement in International Business . International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment.</p> <p>Unit 2: International Trade: Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment - Pattern and structure of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention; Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects. World Trade and Protectionism: GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO -</p>	<p>question from each section.</p> <p>Course Content:</p> <p>SECTION A</p> <p>Introduction: International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, India's involvement in International Business . International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment.</p> <p>International Trade: Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment - Pattern and structure of world trade in goods and services;</p> <p>SECTION B</p> <p>Government intervention in International Trade: Arguments for Government intervention; Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects. World Trade and Protectionism: GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO - Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India.</p> <p>International Economic Institutions and Financial Environment: IMF, World Bank, UNCTAD, International commodity trading and agreements - India's involvement and consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and arrangement; Types of Exchange rate systems in the world; International money and capital markets;</p>	
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			<p>Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India.</p> <p>Unit 3: International Economic Institutions and Financial Environment: IMF, World Bank, UNCTAD, International commodity trading and agreements - India's involvement and consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and arrangement; Types of Exchange rate systems in the world; International money and capital markets; Movements in foreign exchange and interest rates. Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI.</p> <p>Unit 4: Introduction: Growing importance of international finance, costs of international investment crisis & contagion. Balance of Payments-current account, capital account, official reserve account, the J curve, forex reserves-costs and benefits. BOP trends in major countries, persistent current account deficits & surpluses among nations (Global</p>	<p>Movements in foreign exchange and interest rates. Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI.</p> <p style="text-align: center;">SECTION C</p> <p>Introduction: Growing importance of international finance, costs of international investment crisis & contagion. Balance of Payments-current account, capital account, official reserve account, the J curve, forex reserves-costs and benefits. BOP trends in major countries, persistent current account deficits & surpluses among nations (Global Imbalances) & their repercussions. Shifting global dominance of the U.S.A., growing importance of a unified Europe and emerging Asia.</p> <p>International Financial Markets: Forex Markets; spot market, direct & indirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures & options market. International money markets, international credit markets, international bond markets & international stock markets. Regulatory asymmetry & its implications. Exchange Rate Determination & Forecasting: Measuring exchange rate movements & volatility, factors influencing exchange rates, Government intervention-direct & indirect intervention and sterilized & non-sterilized intervention.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Cherunilam, F., International business Text and Cases. PHI. 2. Daniels, Jhon D., Radebaugh, Lee H. Sullivan, Daniel P. and Salwan, P., International Business: Environment 	
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			<p>Imbalances) & their repercussions. Shifting global dominance of the U.S.A., growing importance of a unified Europe and emerging Asia.</p> <p>Unit 5: International Financial Markets: Forex Markets; spot market, direct & indirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures & options market. International money markets, international credit markets, international bond markets & international stock markets. Regulatory asymmetry & its implications. Exchange Rate Determination & Forecasting: Measuring exchange rate movements & volatility, factors influencing exchange rates, Government intervention-direct & indirect intervention and sterilized & non-sterilized intervention.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., International Business: Environment and Operations, Prentice Hall, 14ed. 2. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective , Prentice Hall 14 ed. 3. Hill, Charles, W.L., 	<p>and Operations, Prentice Hall, 15 ed.</p> <ol style="list-style-type: none"> 3. Shapiro, Alan. C: Multinational Financial Management, Prentice Hall, New Delhi. <p>Suggested E Learning Material</p> <ol style="list-style-type: none"> 1. Sharma, M. & Mittal, R. (2015) <i>An Effective analysis on Status of International Trade Policies in India</i>. Retrieved from http://www.ijecbs.com/July2015/20.pdf. 2. Tucci, L.A. (2013) The general agreement on tariffs and trade (GATT): implications for consumer products marketing. Retrieved from https://www.emeraldinsight.com/doi/abs/10.1108/07363769610107383. 3. Shivkuamr, M., & Moses L.J.P., (2016) <i>impact of FDI with reference to Indian retail sector</i>. Retrieved from http://ijariie.com/AdminUploadPdf/Impact_of_FDI_with_reference_to_Indian_Retail_Sector_C_1116.pdf. 4. Goyal M. (2015) <i>Foreign Exchange Markets, Intervention and Exchange Rate Regimes</i>. Retrieved from http://www.igidr.ac.in/pdf/publication/WP-2015-011.pdf 	
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			<p>International Business, McGraw Hill Company, New York.</p> <p>4. Cherunilam, F., International Business Text and Cases, PHI.</p> <p>5. Bhasin, N., Foreign Direct Investment in India: Policies, Conditions and Procedures, New Century Publications.</p> <p>6. Srivastava. R., International Finance, Oxford</p> <p>7. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi</p> <p>8. Shapiro, Alan. C: Multinational Financial Management, Prentice Hall, New Delhi.</p>		
12	COM 412 Personal Financial Management	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Learn about components of financial planning. • Understand Personal Tax Planning. • Familiarize with regulatory bodies like SEBI, IRDA. 	<p>Unit 1: Personal Finance: Introduction, Goals, Need, Personal Financial Statements, Personal financial planning process, Life cycle approach to financial planning, Components of financial plan, developing financial plan. Budgeting: Principles of Successful Budgeting, Spending money wisely, Time value of Money, careers in personal finance advisory, Bharatiya Model of Financial Literacy.</p> <p>Unit 2: Introduction to various investment avenues: Mutual Fund, Types of Mutual Fund, Risk return ratio, performance evaluation, NAV Calculation (through excel). Insurance: Types of Insurance products Life and Non Life, Principle of</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p style="text-align: center;">Section A</p> <p>Personal Finance: Introduction, Goals, Need, Personal Financial Statements, Personal financial planning process, Life cycle approach to financial planning, Components of financial plan, developing financial plan. Budgeting: Principles of Successful Budgeting, Spending money wisely, Time value of Money, careers in personal finance advisory, Bharatiya Model of Financial Literacy. Introduction to various investment avenues: Mutual Fund, Types of Mutual Fund,</p>	

			<p>insurance, Need for insurance, Requirement of Insurable risk, Role of insurance in portfolio diversification, Steps in Insurance Planning. Basics of Equity and Debt markets Other Investment avenues: Gold, PPF, Post office savings Scheme, Various Types of Bank Deposits. Principles of Successful Investing.</p> <p>Unit 3: Retirement Planning: Introduction to retirement planning process, estimating retirement corpus, determine retirement corpus, retirement products. Retirement solutions and pension plan, choosing the right product, Reverse Mortgage as a retirement avenue. Estate planning: Relevance, consequences of dying intestate, Element of Estate Planning, Tools of Estate planning, Wills, Gifts, Joint holding and nomination, Family settlement and trusts, Power of Attorney and Mutation, Succession Act (Hindu & Indian).</p> <p>Unit 4: Tax planning: Heads of income, Exemptions and Deductions, Types of Assesses, Rates of Taxation, obligations for filling and reporting, return filling procedure, tax aspects of investment products and types of tax benefits, taxation of dividends taxation of interest</p>	<p>Risk return ratio, performance evaluation, NAV Calculation (through excel). Insurance: Types of Insurance products Life and Non Life, Principle of insurance, Need for insurance, Requirement of Insurable risk, Role of insurance in portfolio diversification, Steps in Insurance Planning. Principles of Successful Investing.</p> <p>Section B</p> <p>Basics of Equity and Debt markets Other Investment avenues: Gold, PPF, Post office savings Scheme, Various Types of Bank Deposits. Retirement Planning: Introduction to retirement planning process, estimating retirement corpus, determine retirement corpus, retirement products. Retirement solutions and pension plan, choosing the right product, Reverse Mortgage as a retirement avenue. Estate planning: Relevance, consequences of dying intestate, Element of Estate Planning, Tools of Estate planning, Wills, Gifts, Joint holding and nomination, Family settlement and trusts, Power of Attorney and Mutation, Succession Act (Hindu & Indian).</p> <p>Section C</p> <p>Tax planning: Heads of income, Exemptions and Deductions, Types of Assesses, Rates of Taxation, obligations for filling and reporting, return filling procedure, tax aspects of investment products and types of tax benefits, taxation of dividends taxation of interest income, taxation of capital gain, set off and carry forward of losses, Advance Tax planning and instruments for tax planning. Regulatory Bodies and Ethical issues: Introduction to Regulatory bodies and various functions of the regulatory bodies RBI, SEBI, IRDA, redressal in banking, investor</p>	
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			<p>income, taxation of capital gain, set off and carry forward of losses, Advance Tax planning and instruments for tax planning.</p> <p>Unit 5: Regulatory Bodies and Ethical issues: Introduction to Regulatory bodies and various functions of the regulatory bodies RBI, SEBI, IRDA, redressal in banking, investor grievance redressal mechanism.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Gopinath, M. N. (2017). <i>Banking Principles and Operations</i>(7 ed.). Mumbai: Snow White Publications. 2. IIBF. (2017). <i>Introduction to financial planning</i>(3 ed.). Mumbai: Macmillan. 3. PROSCHOOL, I. (2012). <i>Tax Planning</i> (Vol. 5). Tata MCGraw Hill Education Private Limited. 4. PROSCHOOL, I. (2012). <i>Retirement planning and Employee Benefits</i> (Vol. 3). Tata MCGraw Hill Education Private Limited. 5. Singhanian, V. K. (2018-19). <i>Students' Guide to Income Tax Including GST -Problems & Solutions.</i> (60th, Ed.) TAXMANN. 6. Sinha, M. (2008). <i>Financial Planning: A Ready Reckoner.</i> McGraw Hill. 	<p>grievance redressal mechanism.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 7. Gopinath, M. N. (2017). <i>Banking Principles and Operations</i>(7 ed.). Mumbai: Snow White Publications. 8. IIBF. (2017). <i>Introduction to financial planning</i>(3 ed.). Mumbai: Macmillan. 9. PROSCHOOL, I. (2012). <i>Tax Planning</i> (Vol. 5). Tata MCGraw Hill Education Private Limited. 10. PROSCHOOL, I. (2012). <i>Retirement planning and Employee Benefits</i> (Vol. 3). Tata MCGraw Hill Education Private Limited. 11. Singhanian, V. K. (2018-19). <i>Students' Guide to Income Tax Including GST - Problems & Solutions.</i> (60th, Ed.) TAXMANN. 12. Sinha, M. (2008). <i>Financial Planning: A Ready Reckoner.</i> McGraw Hill. <p>Suggested E Learning material</p> <ol style="list-style-type: none"> 1. Kagan, J. (2017, Oct 3). <i>Retirement Planning.</i> Retrieved Feb 25, 2019, from www.investopedia.com: https://www.investopedia.com/terms/r/retirement-planning.asp 2. MSG. (2018, Aug 3). <i>Introduction-to-personal-finance.html.</i> Retrieved Feb 28, 2019, from Management Study Guide: https://study.com/academy/lesson/introduction-to-personal-finance.html 3. NishthaPareek, M. D. (2018, Decemeber 1). <i>Emerging Trends in Banking.</i> Retrieved from https://www.youtube.com/watch?v=gCBs313D46g: https://www.youtube.com 	
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			<p>Suggested E Learning material</p> <ol style="list-style-type: none"> 1. Kagan, J. (2017, Oct 3). <i>Retirement Planning</i>. Retrieved Feb 25, 2019, from www.investopedia.com: https://www.investopedia.com/terms/r/retirement-planning.asp 2. MSG. (2018, Aug 3). <i>Introduction-to-personal-finance.html</i>. Retrieved Feb 28, 2019, from Management Study Guide: https://study.com/academy/lesson/introduction-to-personal-finance.html 3. NishthaPareek, M. D. (2018, Decemeber 1). <i>Emerging Trends in Banking</i>. Retrieved from https://www.youtube.com/watch?v=gCBs313D46g: https://www.youtube.com/watch?v=gCBs313D46g 4. RBI. (n.d.). <i>Financial Education and RBI</i>. March 1, 2019, Retrieved from rbi.org.in: https://rbi.org.in/financialeducation/home.aspx. 	<p>/watch?v=gCBs313D46g</p> <ol style="list-style-type: none"> 4. RBI. (n.d.). <i>Financial Education and RBI</i>. March 1, 2019, Retrieved from rbi.org.in: https://rbi.org.in/financialeducation/home.aspx. 	
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M.Com III Semester

Sr. No	Course List	Learning Outcome	Existing Syllabus	Suggested Syllabus	Remarks
13	COM 501 Advance Business Laws II	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and accurate knowledge of company law. • Critically analyze complex problems of regulation of companies. • Apply the legal principles studied for solving problems. 	<p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Course Content:</p> <p>Unit I: Corporate sector & Contemporary organization structures – Limited Liability Partnership; One person Company; Private-Public Partnership; International Trade regulating bodies – WTO, UNCTAD, ILO.</p> <p>Unit II: Corporate Law: Companies Act 2013 - Objectives of the Companies act; Classification of companies; Residential status of company; Incorporation of company; Company management and administration – appointment, role of Key Managerial Personnel like Directors and Company secretary.</p> <p>Unit III: Corporate sector restructuring: meaning, need & methods of corporate restructuring; Merger and Acquisition - Meaning and motives behind M&A; International M&A activity-opportunities and threats; A brief introduction to Corporate Insolvency (IBC) and winding-up of companies.</p> <p>Unit IV: Consumer interests – Consumer</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content:</p> <p style="text-align: center;">Section A</p> <p>Corporate sector & Contemporary organization structures – Limited Liability Partnership; One person Company; Private-Public Partnership; International Trade regulating bodies – WTO, UNCTAD, ILO.</p> <p>Corporate Law: Companies Act 2013 - Objectives of the Companies act; Classification of companies; Residential status of company; Incorporation of company; Company management and administration – appointment, role of Key Managerial Personnel like Directors and Company secretary.</p> <p style="text-align: center;">Section B</p> <p>Corporate sector restructuring: meaning, need & methods of corporate restructuring; Merger and Acquisition - Meaning and motives behind M&A; International M&A activity- opportunities and threats; A brief introduction to Corporate Insolvency (IBC) and winding-up of companies. Consumer interests – Consumer Protection Act 1986 - Objectives, Rights of consumers, grievance redressal mechanism;</p> <p style="text-align: center;">Section C</p> <p>Competition Act 2002: Meaning and objectives of competition, Powers of Central government under the Competition Act, Role and working of</p>	

			<p>Protection Act 1986 - Objectives, Rights of consumers, grievance redressal mechanism; Competition Act 2002: Meaning and objectives of competition, Powers of Central government under the Competition Act, Role and working of Competition Commission of India(CCI)</p> <p>Unit V: Other legal regulations – FEMA: Objective & Definitions, Powers of Central Government; Concept of Taxation- Kinds of Taxes, Concept of Direct tax and brief overview of Heads of income; Overview of Indirect Taxes; Information Technology Act 2000 – e-commerce & e-governance, Penalties and adjudication.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Datey V.S. (2007) , <i>Students Guide to Corporate Law</i>, Taxman Allied Services (P) Ltd 2. Godbole P. (2013), <i>Mergers, Acquisitions and Corporate Restructuring</i>, Vikas Publication. 3. Kapoor N. D. &Pagare D., <i>Business law and Management</i>, S Chand. 4. Ramanujam S. (2004), <i>Mergers and Acquisitions: Issues, Implications, and Case Laws in Corporate Restructuring</i>, Tata McGraw-Hill. 5. Ramaiya A. (2014), <i>A Ramaiya Guide to Companies Act</i>, Lexis Nexis 	<p>Competition Commission of India (CCI), Other legal regulations – FEMA: Objective & Definitions, Powers of Central Government; Concept of Taxation- Kinds of Taxes, Concept of Direct tax and brief overview of Heads of income; Overview of Indirect Taxes; Information Technology Act 2000 – e-commerce & e-governance, Penalties and adjudication.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Datey V.S. (2007) , <i>Students Guide to Corporate Law</i>, Taxman Allied Services (P) Ltd 2. Godbole P. (2013), <i>Mergers, Acquisitions and Corporate Restructuring</i>, Vikas Publication. 3. Kapoor N. D. &Pagare D., <i>Business law and Management</i>, S Chand. 4. Ramanujam S. (2004), <i>Mergers and Acquisitions: Issues, Implications, and Case Laws in Corporate Restructuring</i>, Tata McGraw-Hill. 5. Ramaiya A. (2014), <i>A Ramaiya Guide to Companies Act</i>, Lexis Nexis 6. Singhania&Singhania, <i>Company Law</i>, New Delhi: Taxman Publication Pvt. Ltd. (Latest Edition) 7. Singhania V. K.(2019-20) , <i>Students Guide to Income Tax</i>, Taxman Publication Pvt. Ltd. (Latest Edition) <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Vmouonline(2014, Dec 29). <i>Consumer Protection Act 1986</i>. Retrieved from https://www.youtube.com/watch?v=u6T2qGtW6LY 2. NLUD MOOC (2018,June) <i>Introduction to corporate law</i>. Retrieved from https://www.youtube.com/watch?v=nS6hOyDzo_U <p><u>Bare Acts</u></p>	
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			<p>6. Singhanian&Singhanian, <i>Company Law</i>, New Delhi: Taxman Publication Pvt. Ltd. (Latest Edition)</p> <p>7. Singhanian V. K.(2019-20) , <i>Students Guide to Income Tax</i>, Taxman Publication Pvt. Ltd. (Latest Edition)</p> <p>Suggested E Learning Material:</p> <p>1. Vmouonline(2014, Dec 29). <i>Consumer Protection Act 1986</i>. Retrieved from https://www.youtube.com/watch?v=u6T2qGtW6LY</p> <p>2. NLUD MOOC (2018,June) <i>Introduction to corporate law</i>. Retrieved from https://www.youtube.com/watch?v=nS6hOyDzo_U</p> <p>Bare Acts</p> <ol style="list-style-type: none"> 1. Competition Act, 2002 2. Consumer Protection Act, 1986 3. Environment Protection Act, 1986 4. Information Technology Act, 2000 5. Insolvency & Bankruptcy Code, 2016 	<ol style="list-style-type: none"> 1. Competition Act, 2002 2. Consumer Protection Act, 1986 3. Environment Protection Act, 1986 4. Information Technology Act, 2000 5. Insolvency & Bankruptcy Code, 2016 	
14	COM 502 Advertising Management	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand the advertising industry and its working. • Gain knowledge to device an Ad Campaign. • Secure an entry level job. 	<p>Note: The paper will contain nine questions having a compulsory case study in any one unit. Candidates are required to attempt five questions in taking at least one question from each unit. Case Study will be compulsory.</p> <p>Unit I: Defining advertising: Meaning and Scope; brief history of development and growth of advertising; benefits of</p>	<p>Note:The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content :</p> <p>SECTION A</p>	

			<p>advertising; Relationship of advertising with other elements of promotion mix. Legal, Ethical and Social issues in advertising.</p> <p>Unit II: Advertising Agency: Need, organizing and functions of ad agency. Types of ad agencies, Choice of an ad agency, Agency compensation.</p> <p>Unit III: Planning and developing an Ad Campaign: Advertising Planning, Advertising Objectives, and Advertising Budget.</p> <p>Unit IV: Creative strategy: Facets of creative strategy, Advertisement appeals, themes and framework, Methods of copywriting. Copywriting for different medias.</p> <p>Unit V: Advertising Media Strategy: Types of Media with Relative Importance, emerging media options, Media Selection, Media Planning and Buying, Media Challenges; Unethical advertising</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Batra Rajeev, John G. Myers, David A. Aaker (1996). Advertising Management (5 ed.). The University of Michigan: Prentice Hall 2. Keller K L, Parameswaran M G, Jacob I (2008). Strategic Brand Management (3 ed.). New Delhi : Pearson 3. Khan, M. A. (2007). Consumer behaviour and advertising 	<p>Defining advertising: Meaning and Scope; brief history of development and growth of advertising; benefits of advertising; Relationship of advertising with other elements of promotion mix. Legal, Ethical and Social issues in advertising.</p> <p>Advertising Agency: Need, organizing and functions of ad agency. Types of ad agencies, Choice of an ad agency, Agency compensation.</p> <p>SECTION B</p> <p>Planning and developing an Ad Campaign: Advertising Planning, Advertising Objectives, and Advertising Budget.</p> <p>Creative strategy: Facets of creative strategy, Advertisement appeals, themes and framework,</p> <p>SECTION C</p> <p>Methods of copywriting. Copywriting for different medias ,Advertising Media Strategy: Types of Media with Relative Importance, emerging media options, Media Selection, Media Planning and Buying, Media Challenges; Unethical advertising.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Batra Rajeev, John G. Myers, David A. Aaker (1996). Advertising Management (5 ed.). The University of Michigan: Prentice Hall 2. Keller K L, Parameswaran M G, Jacob I (2008). Strategic Brand Management (3 ed.). New Delhi : Pearson 3. Khan, M. A. (2007). Consumer behaviour and advertising management. New Age International. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Claiborne,P. (2013, Dec 11). <i>How to create an effective advertising plan</i>. Retrieved from https://www.youtube.com/watch?v=zUGm6PiLMUE 2. Charline,H. (2017, December 05) 	
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			<p>management. New Age International.</p> <p>Suggested E Learning Material:</p> <p>1. Claiborne, P. (2013, Dec 11). <i>How to create an effective advertising plan</i>. Retrieved from https://www.youtube.com/watch?v=zUGm6PiLMUE</p> <p>2. Charline, H. (2017, December 05) <i>Different Types of advertising agencies</i>. Retrieved from https://www.youtube.com/watch?v=mfHq0PKMYjo</p>	<p>Different <i>Types of advertising agencies</i>. Retrieved from https://www.youtube.com/watch?v=mfHq0PKMYjo</p>	
15	COM 503 Insurance Management	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand dynamics of the insurance markets. • Understand need based requirements of life and non-life insurance products. • Understand insurance sector and actuarial mathematics. 	<p>Note: The paper will contain nine questions having a compulsory case study in any one unit. Candidates are required to attempt five questions in taking at least one question from each unit. Case Study will be compulsory.</p> <p>Course Content</p> <p>Unit I: Development of insurance business and evolution of insurance business in India: pre and post liberalization. Major types of insurance and reinsurance institutions and the economic rationale and requirements, The ethical aspects of insurance business.</p> <p>Unit II : The laws and regulations of insurance business. The role of regulators in insurance business with special discussion on IRDA, Insurance pricing, Deductibles/Co-insurance.</p> <p>Unit III: Life Insurance- Need based analysis and taxation aspects. Auto insurance, Home insurance,</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p style="text-align: center;">Section A</p> <p>Development of insurance business and evolution of insurance business in India: pre and post liberalization. Major types of insurance and reinsurance institutions and the economic rationale and requirements, the ethical aspects of insurance business. The laws and regulations of insurance business. The role of regulators in insurance business with special discussion on IRDA, Insurance pricing, Deductibles/Co-insurance.</p> <p style="text-align: center;">Section B</p> <p>Life Insurance- Need based analysis and taxation aspects. Auto insurance, Home insurance, worker compensation/ESIC, Health insurance. Pension plans- Overview & Regulations under</p>	

			<p>worker compensation/ESIC, Health insurance.</p> <p>Unit IV: Pension plans- Overview & Regulations under PFRDA; Commercial insurance-transport, marine, catastrophe etc.</p> <p>Unit V: Corporate risk management and insurance and actuarial mathematics- calculation of Risk Insurance Premium using Time value concept</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Rejda, G. E. (2011). <i>Principles of Risk Management and Insurance 7th ed.</i> Pearson Education India. 2. Niehaus, H., & Harrington, S. (2003). <i>Risk Management and Insurance 3rded.</i> New York, McGraw. 3. Mishra, K. C., & Kumar, C. S. (2009). <i>Life Insurance: Principles and Practice 6th ed.</i> Cengage Learning: New Delhi. 4. Mishra, K.C., &Thomas, G.E. (2009).<i>General Insurance- Principles and Practice 5thed.</i>Cengage Learning. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Prof.Vipin (2014, Feb 10). <i>Insurance Basic and Types.</i> Retrieved from https://www.youtube.com/watch?v=hapKVJuQh-U 2. Griffith Insurance Education Foundation (2014, August 27) <i>Insurance Regulation and legislation</i> Retrieved from: 	<p>PFRDA; Commercial insurance- transport, marine, catastrophe etc.</p> <p style="text-align: center;">Section C</p> <p>Corporate risk management and insurance and actuarial mathematics- calculation of Risk Insurance Premium using Time value concept</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Rejda, G. E. (2011). <i>Principles of Risk Management and Insurance 7th ed.</i> Pearson Education India. 2. Niehaus, H., & Harrington, S. (2003). <i>Risk Management and Insurance 3rded.</i> New York, McGraw. 3. Mishra, K. C., & Kumar, C. S. (2009). <i>Life Insurance: Principles and Practice 6th ed.</i> Cengage Learning: New Delhi. 4. Mishra, K.C., &Thomas, G.E. (2009).<i>General Insurance- Principles and Practice 5thed.</i>Cengage Learning. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Prof.Vipin (2014, Feb 10). <i>Insurance Basic and Types.</i> Retrieved from https://www.youtube.com/watch?v=hapKVJuQh-U 2. Griffith Insurance Education Foundation (2014, August 27) <i>Insurance Regulation and legislation</i> Retrieved from: https://www.youtube.com/watch?v=E2tmXJaMBbQ 	
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			https://www.youtube.com/watch?v=E2tmXJaMBbQ		
16	COM 504 Corporate Social Responsibility	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> Realize importance of CSR in social development. Gain insights in emerging trends of CSR Better understand Bharatiya culture and its role in sustainable development. 	<p>Note: The paper will contain nine questions having a compulsory case study in any one unit. Candidates are required to attempt five questions in taking at least one question from each unit. Case Study will be compulsory.</p> <p>Course Contents:</p> <p>Unit I: Concept of Corporate Social Responsibility (CSR) and Corporate Social Dharm (CSD), Definition of CSR, Framework and Approaches to CSR</p> <p>Unit II: Section 135- Indian Companies Act 2013, Stakeholder theory and CSR, CSR and Firm Performance</p> <p>Unit III: Strategic CSR, CSR and Employee Engagement, Concept of SaatvikDaan, <i>Loksangrah</i> and <i>Nishkaam Karm</i></p> <p>Unit IV: Sustainable development initiatives of Indian business houses, PURA model, Traditional models of sustainable development, Triple bottom line</p> <p>Unit V: Emerging Themes of Sustainable development - Integrated Reporting, Scientific Social Responsibility, and Individual Social Responsibility</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> Elkington, J., & Hartigan, P. (2008). <i>The power of unreasonable people: How social entrepreneurs create</i> 	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p>Section A</p> <p>Concept of Corporate Social Responsibility (CSR) and Corporate Social Dharm (CSD), Definition of CSR, Framework and Approaches to CSR, Section 135- Indian Companies Act 2013, Stakeholder theory and CSR, CSR and Firm Performance</p> <p>Section B</p> <p>Strategic CSR, CSR and Employee Engagement, Concept of SaatvikDaan, <i>Loksangrah</i> and <i>Nishkaam Karm</i>, Sustainable development initiatives of Indian business houses, PURA model, Traditional models of sustainable development, Triple bottom line.</p> <p>Section C</p> <p>Emerging Themes of Sustainable development - Integrated Reporting, Scientific Social Responsibility, and Individual Social Responsibility</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> Elkington, J., & Hartigan, P. (2008). <i>The power of unreasonable people: How social entrepreneurs create markets that change the world 3rd ed.</i> Harvard 	

			<p>markets that change the world 3rd ed. Harvard Business Press.</p> <ol style="list-style-type: none"> 2. Kalam, A. P. J. A. (2011). <i>Target 3 billion: PURA: Innovative solutions towards sustainable development 4th ed.</i> Penguin Books India. 3. Werther Jr, W. B., & Chandler, D. (2010). <i>Strategic corporate social responsibility: Stakeholders in a global environment 5th ed.</i> Sage. 4. Sharma, S. (2007). <i>New mantras in corporate corridors: From ancient roots to global routes 4th ed.</i> New Age International (P) Limited, Publishers. 5. Bansal, R. (2011). <i>I have a dream.</i> Westland.. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Linda,V. (2012, Oct 31). <i>Sustainable Development.</i> Retrieved from https://www.youtube.com/watch?v=RCN6it0LZvY 2. Vidya-mitra (2017, September 19) <i>CorporateSocial Responsibility.</i> Retrieved from https://www.youtube.com/watch?v=HHZE4pWale 	<p>Business Press.</p> <ol style="list-style-type: none"> 2. Kalam, A. P. J. A. (2011). <i>Target 3 billion: PURA: Innovative solutions towards sustainable development 4th ed.</i> Penguin Books India. 3. Werther Jr, W. B., & Chandler, D. (2010). <i>Strategic corporate social responsibility: Stakeholders in a global environment 5th ed.</i> Sage. 4. Sharma, S. (2007). <i>New mantras in corporate corridors: From ancient roots to global routes 4th ed.</i> New Age International (P) Limited, Publishers. 5. Bansal, R. (2011). <i>I have a dream.</i> Westland.. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Linda,V. (2012, Oct 31). <i>Sustainable Development.</i> Retrieved from https://www.youtube.com/watch?v=RCN6it0LZvY 2. Vidya-mitra (2017, September 19) <i>CorporateSocial Responsibility.</i> Retrieved from https://www.youtube.com/watch?v=HHZE4pWale 	
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Discipline Electives

Sr. No.	Course List	Learning Outcome	Existing Syllabus	Suggested Syllabus	Remarks
17	COM 505 Management Accounting	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand management accounting practices. • Make effective decisions following accurate process. • Apply management decisions in various situations. 	<p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Unit I: Management Accounting – Introduction; Nature, Scope and Functions; Role of Management Accountant. Difference between Financial and Management Accounting; Difference between Cost and Management Accounting; Cost Concepts and Classifications.</p> <p>Unit II: Variable and Absorption Costing – Concept, Comparison, Applications of Variable Costing, Preparation of Income Statements. Activity Based Product Costing – Concept and uses; Emerging Costing approaches. Cost-Volume-Profit (CVP) Analysis – Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis; Multiple-Product Analysis; Optimal use of Limited Resources.</p> <p>Unit III: Relevant Information and Short-Run Managerial Decisions – Managerial Decision Making; Decision</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p style="text-align: center;">Section A</p> <p>Management Accounting – Introduction; Nature, Scope and Functions; Role of Management Accountant. Difference between Financial and Management Accounting; Difference between Cost and Management Accounting; Cost Concepts and Classifications. Variable and Absorption Costing – Concept, Comparison, Applications of Variable Costing, Preparation of Income Statements. Activity Based Product Costing – Concept and uses; Emerging Costing approaches. Cost-Volume-Profit (CVP) Analysis – Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis; Multiple-Product Analysis; Optimal use of Limited Resources.</p> <p style="text-align: center;">Section B</p> <p>Relevant Information and Short-Run Managerial Decisions – Managerial Decision Making; Decision Making Process; Differential Analysis; Types of Managerial Decisions – Make/Buy, Add/Drop, Sell/ Process Further, Operate/Shutdown, Special Order, Product-Mix, Pricing Decisions. Budgeting – Nature and functions; Zero Based Budget; Performance Budgets; Functional Budgets Leading to the Preparation of Master Budgets; Capital</p>	

			<p>Making Process; Differential Analysis; Types of Managerial Decisions – Make/Buy, Add/Drop, Sell/Process Further, Operate/Shutdown, Special Order, Product-Mix, Pricing Decisions.</p> <p>Unit IV: Budgeting – Nature and functions; Zero Based Budget; Performance Budgets; Functional Budgets Leading to the Preparation of Master Budgets; Capital Expenditure Budget - Fixed and Flexible Budgets; Preparation of Different Types of Budgets. Standard Costing – Concept, Advantages; Types of Standards; Variance Analysis; Materials, Labour, Overhead; Managerial Uses of Variances; Standard Costing as an Instrument of Cost Control and Cost Reduction.</p> <p>Unit V: Responsibility Accounting – Concept of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Responsibility Performance Reporting. Divisional Performance Measurement – Advantages and Disadvantages of Divisionalisation; Measures</p>	<p>Expenditure Budget - Fixed and Flexible Budgets; Preparation of Different Types of Budgets. Standard Costing – Concept, Advantages; Types of Standards; Variance Analysis; Materials, Labour, Overhead; Managerial Uses of Variances; Standard Costing as an Instrument of Cost Control and Cost Reduction.</p> <p style="text-align: center;">Section C</p> <p>Responsibility Accounting – Concept of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Responsibility Performance Reporting. Divisional Performance Measurement – Advantages and Disadvantages of Divisionalisation; Measures of Performance; Return on Investment (ROI) Versus Residual Income (RI); Non- Financial Performance Measures; Overview of Green Accounting, Forensic Accounting & Creative Accounting</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Noreen, E. W., Brewer, P. C., & Garrison, R. H. (2014). <i>Managerial accounting for managers</i>. New York: McGraw-Hill/Irwin. 2. Brewer, P. C., Garrison, R. H., & Noreen, E. W. (2009). <i>Managerial accounting</i>. McGraw-Hill. 3. Hilton, R. W. (1999). <i>Managerial accounting</i> (p. 568). Irwin/McGraw-Hill. 4. Schmidgall, R. S. (2002). <i>Hospitality industry managerial accounting</i>. Educational Institute of the American Hotel & Lodging Association. 5. Hilton, R. W., & Platt, D. E. (2013). <i>Managerial accounting: creating value in a dynamic business environment</i>. McGraw-Hill Education. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Edspira(2014, Dec 18). Introduction to 	
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			<p>of Performance; Return on Investment (ROI) Versus Residual Income (RI); Non-Financial Performance Measures; Overview of Green Accounting, Forensic Accounting & Creative Accounting</p> <ol style="list-style-type: none"> 1. Noreen, E. W., Brewer, P. C., & Garrison, R. H. (2014). <i>Managerial accounting for managers</i>. New York: McGraw-Hill/Irwin. 2. Brewer, P. C., Garrison, R. H., & Noreen, E. W. (2009). <i>Managerial accounting</i>. McGraw-Hill. 3. Hilton, R. W. (1999). <i>Managerial accounting</i> (p. 568). Irwin/McGraw-Hill. 4. Schmidgall, R. S. (2002). <i>Hospitality industry managerial accounting</i>. Educational Institute of the American Hotel & Lodging Association. 5. Hilton, R. W., & Platt, D. E. (2013). <i>Managerial accounting: creating value in a dynamic business environment</i>. McGraw-Hill Education. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Edspira(2014, Dec 18). Introduction to Budgeting. Retrieved from https://www.youtube.com/wat 	<p>Budgeting. Retrieved from https://www.youtube.com/watch?v=pCwLhz0lttE</p> <ol style="list-style-type: none"> 2. My commerce Info (2018, March) Management Accounting-Meaning and function Retrieved from https://www.youtube.com/watch?v=lum3qmyHyXo 	
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			<p>ch?v=pCwLhz0ltE</p> <p>2. My commerce Info (2018, March) Management Accounting-Meaning and function Retrieved from https://www.youtube.com/watch?v=lum3qmyHyXo</p>		
18	COM 506 Advance Investment Management	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Explore dynamics between markets. • Understand role of the market participants. • Learn about concepts of valuation of financial securities. • Develop understanding of portfolio allocation. 	<p>Note: The paper will contain nine questions having a compulsory case study in any one unit. Candidates are required to attempt five questions in taking at least one question from each unit. Case Study will be compulsory</p> <p>Unit I: Markets and various forms. security markets and the role of security market in Economy, Security markets: organizational pattern and mechanics with special focus on types Indian security markets. Types of securities traded in Indian security and the role of regulators in efficient functioning of security markets. Market intermediaries and roles in Indian security markets</p> <p>Unit II: Time value concepts and valuation of debt, Type of Fixed income instruments & recent changes in Debt Market, Introduction of computation of risk and returns.</p> <p>Unit III: Utility theory. Portfolio theory. Capital Asset Pricing Model(CAPM), Arbitrage Pricing Theory and Multifactor models.</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p style="text-align: center;">Section A</p> <p>Markets and various forms. security markets and the role of security market in Economy, Security markets: organizational pattern and mechanics with special focus on types Indian security markets. Types of securities traded in Indian security and the role of regulators in efficient functioning of security markets. Market intermediaries and roles in Indian security markets.</p> <p style="text-align: center;">Section B</p> <p>Time value concepts and valuation of debt, Type of Fixed income instruments & recent changes in Debt Market, Introduction of computation of risk and returns. Utility theory. Portfolio theory. Capital Asset Pricing Model(CAPM), Arbitrage Pricing Theory and Multifactor models. Fundamental Analysis. Internal and market valuation of securities/firm. Financial statement analysis. Technical Analysis. Market Efficiency and Behavioural Finance.</p> <p style="text-align: center;">Section C</p> <p>Criteria for portfolio selection. Portfolio diversification. Portfolio objective. Size of</p>	

			<p>Unit IV: Fundamental Analysis. Internal and market valuation of securities/firm. Financial statement analysis. Technical Analysis. Market Efficiency and Behavioural Finance.</p> <p>Unit V: Criteria for portfolio selection. Portfolio diversification. Portfolio objective. Size of Portfolio. Selection basis and readjustment and timing of disinvestment, Introduction to technical analysis for market and individual Stocks. Commodity Exchange Risk Management: Spot and futures prices. Polling of spot prices. Contract Specifications. Margining system. Marked to Market. Daily and Final Settlement. Circuit Filters. Position Limits. Delivery on derivative exchanges. Options devolvement mechanism.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Chandra, P. (2017). Investment Analysis and Portfolio Management (5 ed.). New Delhi: McGraw Hill. 2. Donald E Fischer, R. J. (2007). Security Analysis and Portfolio Management (6 ed.). Noida: Prentice Hall 3. William Sharpe, A. G. (2017). Investments (11 ed.). 	<p>Portfolio. Selection basis and readjustment and timing of disinvestment, Introduction to technical analysis for market and individual Stocks. Commodity Exchange Risk Management: Spot and futures prices. Polling of spot prices. Contract Specifications. Margining system. Marked to Market. Daily and Final Settlement. Circuit Filters. Position Limits. Delivery on derivative exchanges. Options devolvement mechanism.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Chandra, P. (2017). Investment Analysis and Portfolio Management (5 ed.). New Delhi: McGraw Hill. 2. Donald E Fischer, R. J. (2007). Security Analysis and Portfolio Management (6 ed.). Noida: Prentice Hall 3. William Sharpe, A. G. (2017). Investments (11 ed.). Noida: Prentice Hall. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. CA Classes, (2015, Dec 28). Capital Asset pricing Model. Retrieved from https://www.youtube.com/watch?v=juZ51NqDrGw 2. Khan Academy (2011, June) Time value of money Retrieved from https://www.youtube.com/watch?v=733mgqrzNKs 	
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			<p>Noida: Prentice Hall.</p> <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. CA Classes, (2015, Dec 28). Capital Asset pricing Model. Retrieved from https://www.youtube.com/watch?v=juZ51NqDrGw 2. Khan Academy (2011, June) Time value of money Retrieved from https://www.youtube.com/watch?v=733mgqrzNKs 		
19	COM 507 Public Policy	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Analyze impact of policy decision on business. • Take informed business decisions. • Learn innovative policies from Bharatiya ancient wisdom. 	<p>Note: The paper will contain nine questions having a compulsory case study in any one unit. Candidates are required to attempt five questions in taking at least one question from each unit. Case Study will be compulsory</p> <p>Course Contents:</p> <p>Unit I: Definition of Public Policy, Public Policy as Academic Discipline, Basics of Public Policy, The need of Public Policy, Introduction to Bharatiya cultural perspective of public policy</p> <p>Unit II: Categorization of Models of Public Policy Analysis – Descriptive, Prescriptive, Conceptual and Ideal. Types of Models of Public Policy Analysis – Linear, Incremental, Systems, Interactive, and Rationalist</p> <p>Unit III: Top-down and bottom-up approach of policy implementation, Democracy and Policy Implementation, Bureaucratic model of</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p>Section A</p> <p>Definition of Public Policy, Public Policy as Academic Discipline, Basics of Public Policy, The need of Public Policy, Introduction to Bharatiya cultural perspective of public policy</p> <p>Categorization of Models of Public Policy Analysis – Descriptive, Prescriptive, Conceptual and Ideal. Types of Models of Public Policy Analysis – Linear, Incremental, Systems, Interactive, and Rationalist</p> <p>Section B</p> <p>Top-down and bottom-up approach of policy implementation, Democracy and Policy Implementation, Bureaucratic model of governance, Street Level Bureaucracy, Role of Multilateral institutions in policy implementation</p>	

			<p>governance, Street Level Bureaucracy, Role of Multilateral institutions in policy implementation</p> <p>Unit IV: Public-Private Partnership, Role of Civil Society in Governance, Social Audits for reducing implementation gaps, e-governance as a tool for effective implementation</p> <p>Unit V: Emerging Trends in policy domain, Legal pluralism and Public Policy, Introduction to ChanankyaNeeti</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Fischer, F., & Miller, G. J. (Eds.). (2006). <i>Handbook of Public Policy Analysis: Theory, Politics, and Methods</i>. CRC Press. 2. Osborne D. & Gaebler T. (1993) <i>Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector</i>. Plume 3. North D. C (1990). <i>Institutions, Institutional Change and Economic Performance</i>. Cambridge University Press 4. Pillai, R. (2015). <i>Corporate Chanakya</i>. Jaico Publishing House. 5. Sharma, S. (2007). <i>New mantras in corporate corridors: From ancient roots to global routes</i>. New Age International (P) Limited, 	<p style="text-align: center;">Section C</p> <p>Public-Private Partnership, Role of Civil Society in Governance, Social Audits for reducing implementation gaps, e-governance as a tool for effective implementation</p> <p>Emerging Trends in policy domain, Legal pluralism and Public Policy, Introduction to ChanankyaNeeti</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Fischer, F., & Miller, G. J. (Eds.). (2006). <i>Handbook of Public Policy Analysis: Theory, Politics, and Methods</i>. CRC Press. 2. Osborne D. & Gaebler T. (1993) <i>Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector</i>. Plume 3. North D. C (1990). <i>Institutions, Institutional Change and Economic Performance</i>. Cambridge University Press 4. Pillai, R. (2015). <i>Corporate Chanakya</i>. Jaico Publishing House. 5. Sharma, S. (2007). <i>New mantras in corporate corridors: From ancient roots to global routes</i>. New Age International (P) Limited, Publishers <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. ESCAP (2015, May 7). <i>PPP-concept, benefit & limitation</i>. Retrieved from https://www.youtube.com/watch?v=WY oXWNm62Zw 2. Rob,R. (2012,July 15) What is public policy Retrieved from https://www.youtube.com/watch?v=5Yi Z-Tk3kmM 	
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			<p>Publishers</p> <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. ESCAP (2015, May 7). <i>PPP-concept, benefit & limitation</i>. Retrieved from https://www.youtube.com/watch?v=WYoXWNm62Zw 2. Rob,R. (2012,July 15) What is public policy Retrieved from https://www.youtube.com/watch?v=5YiZ-Tk3kmM 		
20	COM 508 Advanced Business Laws III	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Connect public policy with law. • Understand the intricacies of administrative and constitutional law. • Familiarize with parliamentary procedures and execution of policies. • Understand various perspectives of law and legal mechanism. 	<p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit.</p> <p>Course Content: Unit I: Constitutional Law: Features of the Constitution, Fundamental Rights / Duties, Directive Principles of State Policy, Federal Policy. Unit II: Parliamentary Democracy and the Law- making process: Role of Executive, Legislature and Judiciary, Judicial Review of Executive Action, Judicial Activism, PIL, Administrative Discretion, Administrative Tribunals Unit III: Role of Regulatory Bodies in furthering Public Policy: RBI,</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content: Section A Constitutional Law: Features of the Constitution, Fundamental Rights / Duties, Directive Principles of State Policy, Federal Policy. Section B Parliamentary Democracy and the Law- making process: Role of Executive, Legislature and Judiciary, Judicial Review of Executive Action, Judicial Activism, PIL, Administrative Discretion, Administrative Tribunals Role of Regulatory Bodies in furthering Public Policy: RBI, TRAI, SEBI, IRDA, CCI. Section C Typologies of Public Policies and Law: Approaches to Law-making., Environment and</p>	

		<p>TRAI, SEBI, IRDA, CCI.</p> <p>Unit IV Typologies of Public Policies and Law: Approaches to Law-making., Environment and Law, Social Movements and Law. Civil Rights, Privacy, Censorship.</p> <p>Unit V: Global Trade: World bank and finance, Role of WTO, TRIPS & TRIMS.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Basu, Durga Das (2015), <i>Introduction to the Constitution of India</i>. 22nd Edition, Gurgaon: Lexis Nexis. 2. Seervai, H.M. (2013). <i>Constitutional Law of India</i>. 3rd edition, Delhi: Universal Law Publication. 3. Massey, I. P. (1999). <i>Administrative Law</i>. 7th edition, New Delhi: Eastern Book Company. 4. Jain, M. P. (2013). <i>Principles of Administrative Law</i>. Volume 1 and 2. Gurgaon: Lexis Nexis 5. Bare Acts related to RBI, SEBI, IRDA, TRAI 1. Hannu W., Jayashree W. (Ed.), (2012). A Handbook on the WTO TRIPS Agreement by World Trade 	<p>Law, Social Movements and Law. Civil Rights, Privacy, Censorship. Global Trade: World bank and finance, Role of WTO, TRIPS & TRIMS.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Basu, Durga Das (2015), <i>Introduction to the Constitution of India</i>. 22nd Edition, Gurgaon: Lexis Nexis. 2. Seervai, H.M. (2013). <i>Constitutional Law of India</i>. 3rd edition, Delhi: Universal Law Publication. 3. Massey, I. P. (1999). <i>Administrative Law</i>. 7th edition, New Delhi: Eastern Book Company. 4. Jain, M. P. (2013). <i>Principles of Administrative Law</i>. Volume 1 and 2. Gurgaon: Lexis Nexis 5. Bare Acts related to RBI, SEBI, IRDA, TRAI 6. Hannu W., Jayashree W. (Ed.), (2012). A Handbook on the WTO TRIPS Agreement by World Trade Organization <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Cummings, Scott L. (2018, May 11). <i>Law and Social Movements: Reimagining the Progressive Canon</i>. Wisconsin Law Review. Retrieved from SSRN: https://ssrn.com/abstract=3177207 2. (2019, February 06) <i>Environmental</i> Retrieved from https://www.environmentalscience.org/environmental-law. 	
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			<p>Organization</p> <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Cummings, Scott L. (2018, May 11). <i>Law and Social Movements: Reimagining the Progressive Canon</i>. Wisconsin Law Review. Retrieved from SSRN: https://ssrn.com/abstract=3177207 2. (2019, February 06) <i>Environmental</i> Retrieved from https://www.environmentalscience.org/environmental-law. 		
21	COM 509 Indian Banking Sector	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand banking structure of India. • Understand banking operations and associated services. • Accustomed to the aspects of micro finance. • Know various financial services offered a bank. 	<p>The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking one question from each unit.</p> <p>Course Contents:</p> <p>Unit 1: Indian Financial System: Overview of structure, Regulators & Functions, Role & function of banks, Banking Regulation act 1949, RBI Act 1934, Money supply. CIBIL, Fair practices Code and Banking Codes and Standards Board of India (BCSBI), Changing scenario of Indian Banking. Overview of Major Banks of the world,</p> <p>Unit 2: Retail Banking: Introduction, Meaning, Features and Significance of Retail Banking in India, History,</p>	<p>NoteThe paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p>Section A</p> <p>Indian Financial System: Overview of structure, Regulators & Functions, Role & function of banks, Banking Regulation act 1949, RBI Act 1934, Money supply. CIBIL, Fair practices Code and Banking Codes and Standards Board of India (BCSBI), Changing scenario of Indian Banking. Overview of Major Banks of the world,</p> <p>Retail Banking: Introduction, Meaning, Features and Significance of Retail Banking in India, History, evolution and product models in retail banking, Retail banking and Wholesale banking, Retail products: Overview. Marketing in Retail</p>	

			<p>evolution and product models in retail banking, Retail banking and Wholesale banking, Retail products: Overview. Marketing in Retail Banking: Introduction, delivery channels, marketing mix. Opportunities and Challenges of retail banking in India, Other issues related in Retail Banking: Recovery of Retail loans, Recovery process, Securitization of Assets, Third Party distribution in Retail Banking. CRR & SLR. Introduction to BASEL III norms & Capital Adequacy Ratio. Corporate Banking- Conceptual overview of various products, term loans, Working Capital Financing.</p> <p>Unit 3: Rural Banking: Theories and approaches to rural banking and credit; Structure and characteristics of rural economy of India. Evolution of institutional rural credit in India, Institutional Credit Arrangements for Rural Development: Multi-Agency approach and Service Area Approach, Farmers Clubs and Kisan Credit Card. Government supported rural credit programmes for poverty alleviation including DRI; Problems in rural banking.</p>	<p>Banking: Introduction, delivery channels, marketing mix. Opportunities and Challenges of retail banking in India, Other issues related in Retail Banking:</p> <p style="text-align: center;">Section B</p> <p>Recovery of Retail loans, Recovery process, Securitization of Assets, Third Party distribution in Retail Banking. CRR & SLR. Introduction to BASEL III norms & Capital Adequacy Ratio. Corporate Banking- Conceptual overview of various products, term loans, Working Capital Financing.</p> <p>Rural Banking: Theories and approaches to rural banking and credit; Structure and characteristics of rural economy of India. Evolution of institutional rural credit in India, Institutional Credit Arrangements for Rural Development: Multi-Agency approach and Service Area Approach, Farmers Clubs and Kisan Credit Card. Government supported rural credit programmes for poverty alleviation including DRI; Problems in rural banking.</p> <p style="text-align: center;">Section C</p> <p>Micro Finance: Genesis of micro finance; Principles of Micro Finance. Role of micro finance in poverty alleviation; Role of Group method in micro finance, Types of Groups. SHGs and JLGs; SHG- Bank Linkage Model and it's working. Role of SHG Federations. Micro Finance Institutions (MFIs): MFIs: Form and working, Current problems in the working of MFIs; Working of Gramen Bank and SEWA Bank in India. Design of Microfinance Products; credit, savings and micro insurance; Financing MFIs; Current issues and Problems.</p> <p>Establishing bank lending policies under changing environments-monetary and credit policy of RBI, RBI guidelines on guarantees and</p>	
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			<p>Unit 4: Micro Finance: Genesis of micro finance; Principles of Micro Finance. Role of micro finance in poverty alleviation; Role of Group method in micro finance, Types of Groups. SHGs and JLGs; SHG- Bank Linkage Model and it's working. Role of SHG Federations. Micro Finance Institutions (MFIs): MFIs: Form and working, Current problems in the working of MFIs; Working of Gramen Bank and SEWA Bank in India. Design of Microfinance Products; credit, savings and micro insurance; Financing MFIs; Current issues and Problems.</p> <p>Unit 5: Establishing bank lending policies under changing environments-monetary and credit policy of RBI, RBI guidelines on guarantees and Co-acceptance. Insolvency and Bankruptcy code (IBC). Banking Automation and security, Artificial Intelligence in Banking. Universal Banking: Merchant Banking, Depository services, Housing Finance, Hire Purchase and Leasing, Factoring..</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> Gomez, C. (2011). <i>Banking and Finance Theory, Law and Practice</i>(1 ed.). New Delhi: PHI 	<p>Co-acceptance. Insolvency and Bankruptcy code (IBC). Banking Automation and security, Artificial Intelligence in Banking. Universal Banking: Merchant Banking, Depository services, Housing Finance, Hire Purchase and Leasing, Factoring.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> Gomez, C. (2011). <i>Banking and Finance Theory, Law and Practice</i>(1 ed.). New Delhi: PHI Learning. Gopinath, M. N. (2017). <i>Banking Principles and Operations</i>(7 ed.). Mumbai: Snow White Publications. Pathak, B. V. (2011). <i>The Indian Financial System: Markets, Institutions and Services</i>. Pearson Education India. Suresh, P., & Paul, J. (2014). <i>Management of banking and financial services</i>. Pearson Education India. Gordon, E., & Natarajan, K. (2007). <i>Banking Theory, Law and Practice</i>. Global Media. IIBF. (2017). <i>Retail Banking</i>(3 ed.). Mumbai: Macmillan. Vinay Dutta, K. S. (2013). <i>Commercial Bank Management</i>(1 ed.). Mumbai: Tata McGraw Hill. <p>Suggested E-Learning Resources:</p> <ol style="list-style-type: none"> MSG. (2018, December). Management Study Guide. Retrieved from Management Study Guide: https://www.managementstudyguide.com/history-of-modern-banking.htm MSG. (2019, April). Management Study Guide. Retrieved from Management Study Guide: https://managementstudyguide.com/demand-deposit-products.htm 	
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			<p>Learning.</p> <p>2. Gopinath, M. N. (2017). <i>Banking Principles and Operations</i>(7 ed.). Mumbai: Snow White Publications.</p> <p>3. Pathak, B. V. (2011). <i>The Indian Financial System: Markets, Institutions and Services</i>. Pearson Education India.</p> <p>4. Suresh, P., & Paul, J. (2014). <i>Management of banking and financial services</i>. Pearson Education India.</p> <p>5. Gordon, E., & Natarajan, K. (2007). <i>Banking Theory, Law and Practice</i>. Global Media.</p> <p>6. IIBF. (2017). <i>Retail Banking</i>(3 ed.). Mumbai: Macmillan.</p> <p>7. Vinay Dutta, K. S. (2013). <i>Commercial Bank Management</i>(1 ed.). Mumbai: Tata McGraw Hill.</p> <p>Suggested E-Learning Resources:</p> <p>1) MSG. (2018, December). Management Study Guide. Retrieved from Management Study Guide: https://www.managementstudyguide.com/history-of-modern-banking.htm</p> <p>2) MSG. (2019, April). Management Study Guide. Retrieved from Management Study Guide: https://managementstudyguide.com/demand-deposit-products.htm</p> <p>3) MSG. (2019, April). Management Study Guide.</p>	<p>3. MSG. (2019, April). Management Study Guide. Retrieved from Management Study Guide: https://managementstudyguide.com/tree-basel-accords.htm</p> <p>4. MSG. (2019, April). Management Study Guide. Retrieved from Management Study Guide: https://managementstudyguide.com/bank-recapitalization-in-india.htm</p>	
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22	COM 510 Banking Theory and Practices	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Learn theory and practice of banking for Indian financial system. • Understand various banking services related to transfers and withdrawals. • Understand role of international banking and financial operations • Learn about import and exports facilities by banks. 	<p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit</p> <p>Course Content:</p> <p>Unit 1: Banks as Financial Institutions: Growth and development, structure, functions and role in economic development - Commercial banks, Cooperative Credit Institutions, and Regional Rural Banks, Khan Committee Recommendations. RBI and Opening of new banks. Traditional banking vs. E-Banking, Facets of E-Banking and constraints, deposits-Advances-Miscellaneous services. Financial inclusion, recent developments in</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Content:</p> <p>Section A</p> <p>Banks as Financial Institutions: Growth and development, structure, functions and role in economic development -Commercial banks, Cooperative Credit Institutions, and Regional Rural Banks, Khan Committee Recommendations. RBI and Opening of new banks. Traditional banking vs. E- Banking, Facets of E-Banking and constraints, deposits-Advances-Miscellaneous services. Financial inclusion, recent developments in banking industry. Definition & meaning of banker and customer. Different Types of Bank Customers: Different types of Bank Customers : minor, illiterate person, blind person, married women, lunatic person, joint account holders, Partnership firm, Joint Hindu Family, Firms, Clubs/societies,</p>	

			<p>banking industry.</p> <p>Unit 2: Definition & meaning of banker and customer. Different Types of Bank Customers: Different types of Bank Customers : minor, illiterate person, blind person, married women, lunatic person, joint account holders, Partnership firm, Joint Hindu Family, Firms, Clubs/societies, Joint Stock Company, Unincorporated associations, Trusts. KYC norms, general and special features of banker-customer relationships; their rights and duties- garnishee order and attachment order. Bank procedures and practices in opening, operations and closure of various types of deposit accounts. Nomination facilities. Steps to be taken by a bank on customer's death, lunacy, bankruptcy, winding up.</p> <p>UNIT 3: Negotiable Instrument Act: Negotiable Instruments: features and types. cheques: Definition, features, drawing, crossing, endorsements, payments and collection of cheques. Statutory protections, precautions and duties of paying and collecting banker, negligence and cases where banker must refuse payment, forged</p>	<p>Joint Stock Company, Unincorporated associations, Trusts.</p> <p>Section B</p> <p>KYC norms, general and special features of banker-customer relationships; their rights and duties- garnishee order and attachment order. Bank procedures and practices in opening, operations and closure of various types of deposit accounts. Nomination facilities. Steps to be taken by a bank on customer's death, lunacy, bankruptcy, winding up. Negotiable Instrument Act: Negotiable Instruments: features and types. cheques: Definition, features, drawing, crossing, endorsements, payments and collection of cheques. Statutory protections, precautions and duties of paying and collecting banker, negligence and cases where banker must refuse payment, forged instruments. Dishonor of cheques and its implications.</p> <p>Section C</p> <p>Bank Services: Remittance of funds: Bank draft, mail transfer and telegraphic transfer. Traveler's Cheque. MICR clearing system, RTGS. Currency chest and its working. Safe custody and safe deposit vaults. Credit cards and ATM/ Debit Cards. Recent Developments and current Issues in Banking services and Practices. International Banking and Finance: Role of international financial institution in promoting international development and liquidity, IMF, WORLD BANK, IDA, IFC, ADB. Role & Policies of EXIM bank in financing and promoting foreign trade. Financing of imports and exports by banks; mechanism & Procedures. Currents Issues in International Banking and Finance institutions.</p> <p>Suggested Reading:</p>	
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			<p>instruments. Dishonor of cheques and its implications.</p> <p>UNIT 4: Bank Services: Remittance of funds: Bank draft, mail transfer and telegraphic transfer. Traveler's Cheque. MICR clearing system, RTGS. Currency chest and its working. Safe custody and safe deposit vaults. Credit cards and ATM/ Debit Cards. Recent Developments and current Issues in Banking services and Practices.</p> <p>Unit 5: International Banking and Finance: Role of international financial institution in promoting international development and liquidity, IMF, WORLD BANK, IDA, IFC, ADB. Role & Policies of EXIM bank in financing and promoting foreign trade. Financing of imports and exports by banks; mechanism & Procedures. Currents Issues in International Banking and Finance institutions.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Shekhar, K. C., & Shekhar, L. (2005). <i>Banking theory and practice (20th ed.)</i>. Vikas Publishing House. 2. Gomez, C. (2011). <i>Banking and Finance Theory, Law and Practice</i> (1 ed.). New Delhi: PHI Learning. 3. Gopinath, M. N. (2017). <i>Banking Principles and</i> 	<ol style="list-style-type: none"> 1. Shekhar, K. C., & Shekhar, L. (2005). <i>Banking theory and practice (20th ed.)</i>. Vikas Publishing House. 2. Gomez, C. (2011). <i>Banking and Finance Theory, Law and Practice</i> (1 ed.). New Delhi: PHI Learning. 3. Gopinath, M. N. (2017). <i>Banking Principles and Operations</i> (7 ed.). Mumbai: Snow White Publications. 4. IIBF. (2017). <i>Principles & Practices of Banking</i> (3 ed.). Mumbai: Macmillan. 5. Roussakis, E. N. (1983). <i>International banking: principles and practices</i>. Praeger. 6. Jones, G. (1991). <i>Multinational and international banking</i>. Edward Elgar Publishing. <p>Suggested E-Learning Resources:</p> <ol style="list-style-type: none"> 1. Sahdev D. A study on Challenges and opportunities in Indian Banking System. Retrieved from academia.edu : https://www.academia.edu/5460563/A_study_on_Challenges_and_Opportunities_in_Indian_banking_Sector 2. IIBF. Indian banking industry analysis. https://www.ibef.org/industry/banking-presentation 3. MSG. (2019, April). Management Study Guide. Retrieved from Management Study Guide: https://managementstudyguide.com/peer-to-peer-lending.htm 4. MSG. (2019, April). Management Study Guide. Retrieved from Management Study Guide: https://managementstudyguide.com/central-banks-be-independent.htm 5. Basics of CRM (2019, April). Retrieved from https://www.bankingfinance.in/customer-relationship-management-banking-sector.html 	
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Operations(7 ed.). Mumbai: Snow White Publications.

4. IIBF. (2017). *Principles & Practices of Banking*(3 ed.). Mumbai: Macmillan.

5. Roussakis, E. N. (1983). *International banking: principles and practices*. Praeger.

6. Jones, G. (1991). *Multinational and international banking*. Edward Elgar Publishing.

Suggested E-Learning Resources:

1) Sahdev D. A study on Challenges and opportunities in Indian Banking System. Retrieved from academia.edu

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https://www.academia.edu/5460563/A_study_on_Challenges_and_Opportunities_in_Indian_banking_Sector

2) IIBF. Indian banking industry analysis.

<https://www.ibef.org/industry/banking-presentation>

3) MSG. (2019, April). *Management Study Guide*. Retrieved from Management Study

Guide:<https://managementstudyguide.com/peer-to-peer-lending.htm>

			<p>4) MSG. (2019, April). Management Study Guide. Retrieved from Management Study Guide: https://managementstudyguide.com/central-banks-be-independent.htm</p> <p>5) Basics of CRM (2019, April). Retrieved from https://www.bankingfinance.in/customer-relationship-management-banking-sector.html</p>		
23	MGMT 524 Business Analytics	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Interpret data for understanding business scenario in effective manner. • Get a simulation of how data sciences help in predicting and forecasting sales. • Aware of recent trends and developments in the area of business analytics 	<p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit</p> <p>Course Contents:</p> <p>Unit I: Introduction to Data Sciences, Evolution of Data Sciences, Prerequisites for Data Analytics, need of conceptual soundness for Data Analytics.</p> <p>Unit II: Introduction to Data Sciences, Evolution of Data Sciences, Prerequisites for Data Analytics, need of conceptual soundness for Data Analytics.</p> <p>Unit III: Advanced Data collection techniques (using AI and IoT), Data cleaning, Regression, Clustering,</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p>Section A</p> <p>Introduction to Data Sciences, Evolution of Data Sciences, Prerequisites for Data Analytics, need of conceptual soundness for Data Analytics.</p> <p>Introduction to Big Data, Role of Data analytics in Business Decisions, Business Analytics in management domains (Marketing, Finance, HR)</p> <p>Section B</p> <p>Advanced Data collection techniques (using AI and IoT), Data cleaning, Regression, Clustering, Factor Analysis, Decision Tree, Time series. Software for analysis (Excel, SPSS, Tableau, R), Analysis and Interpretation of data, Innovative reporting and data representation, data visualization and story-telling.</p>	

			<p>Factor Analysis, Decision Tree, Time series.</p> <p>Unit IV: Software for analysis (Excel, SPSS, Tableau, R), Analysis and Interpretation of data, Innovative reporting and data representation, data visualization and storytelling.</p> <p>Unit V: Emerging Trends in Data Sciences, Cyber security and ethical dimensions of Data Sciences, using Data Sciences for addressing social needs.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Donald, R. C., & Pamela, S. S. (2003). Business research methods 5th ed. <i>Tata Mac Graw Hills, New Delhi.</i> 2. Jeffrey, A. H., Joey, F. G., & Joseph, S. V. (2002). <i>Modern Systems Analysis and Design 2nd ed.</i> Pearson. 3. Stine, R., & Foster, D. (2014). <i>Statistics for Business: Decision Making and Analysis 10th ed.</i> Pearson 4. Nielsen, L., & Burlingame, N. (2012). A Simple Introduction to Data Science 10thed. <i>New Street Communications, LLC.</i> <p>Suggested E-Learning Resources:</p> <ol style="list-style-type: none"> 1. IBM Analytics (2017). <i>Understanding the "why" of business analytics.</i> Retrieved from https://www.youtube.com/watch?v=2zla8pw5-dw 2. Petrov, K.(2016). <i>Business</i> 	<p style="text-align: center;">Section C</p> <p>Emerging Trends in Data Sciences, Cyber security and ethical dimensions of Data Sciences, using Data Sciences for addressing social needs.</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Donald, R. C., & Pamela, S. S. (2003). Business research methods 5th ed. <i>Tata Mc Graw Hills, New Delhi.</i> 2. Jeffrey, A. H., Joey, F. G., & Joseph, S. V. (2002). <i>Modern Systems Analysis and Design 2nded.</i> Pearson. 3. Stine, R., & Foster, D. (2014). <i>Statistics for Business: Decision Making and Analysis 10th ed.</i> Pearson 4. Nielsen, L., & Burlingame, N. (2012). A Simple Introduction to Data Science 10thed. <i>New Street Communications, LLC.</i> <p>Suggested E-Learning Resources:</p> <ol style="list-style-type: none"> 4. IBM Analytics (2017). <i>Understanding the "why" of business analytics.</i> Retrieved from https://www.youtube.com/watch?v=2zla8pw5-dw 5. Petrov, K.(2016). <i>Business Analytics.</i> Retrieved from https://www.youtube.com/watch?v=gloHNTLXYbw 6. <i>Evans, P.(2013). How data will transform business.</i> Retrieved from https://www.ted.com/talks/philip_evans_how_data_will_transform_business. 	
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			<p><i>Analytics</i>. Retrieved from https://www.youtube.com/watch?v=gl0HNTLXYbw</p> <p>3. <i>Evans, P.(2013). How data will transform business.</i> Retrieved from https://www.ted.com/talks/philip_evans_how_data_will_transform_business.</p>	
24	MGMT 525 Qualitative Research	<p>Upon completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> Gather and interpret qualitative data for understanding business scenario in effective manner. Simulate in-depth observations and subsequent analysis help in improving organizational environment. Obtain awareness of recent trends and developments in the area of business research Be equipped with relevant skills of qualitative research for application in business environment 	<p>Note: The paper will contain 10 questions having 2 questions from each unit. Candidate will be required to attempt 5 questions taking 1 question from each unit</p> <p>Course Contents:</p> <p>Unit I:Philosophy of knowledge and research, Research Traditions – Positivism, Interpretivism and Post Modernism</p> <p>Unit II: Research Questions, Propositions, and Objectives in Qualitative Study, Data collection and analysis, Conceptual framework of a good qualitative research</p> <p>Unit III: Qualitative Research Methods - Grounded Theory, Case Study, Ethnography, Phenomenology, Hermeneutics</p> <p>Unit IV: Software for Qualitative Research – Vantage point, Nvivo, Atlas.ti, Research report writing</p>	<p>Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a ‘case study problem’ which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.</p> <p>Course Contents:</p> <p>Section A</p> <p>Philosophy of knowledge and research, Research Traditions – Positivism, Interpretivism and Post Modernism</p> <p>Research Questions, Propositions, and Objectives in Qualitative Study, Data collection and analysis, Conceptual framework of a good qualitative research</p> <p>Section B</p> <p>Qualitative Research Methods - Grounded Theory, Case Study, Ethnography, Phenomenology, Hermeneutics, Software for Qualitative Research – Vantage point, Nvivo, Atlas.ti, Research report writing</p> <p>Section C</p> <p>Business Case Studies Analysis and review – Organizational Ethnographies, Business and Legal studies</p>

			<p>Unit V: Business Case Studies Analysis and review – Organizational Ethnographies, Business and Legal studies</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Creswell J. W. (2012); <i>Research Design</i> 6thed Delhi Sage Publications 2. Strauss A. & Corbin J. (1998) <i>Basics of Qualitative Research</i> 3rded. New Delhi Sage Publications 3. Silverman D. (2007) <i>Interpreting Qualitative Data</i> 5thed. New Delhi Sage Publications 4. Hatch, M. J. (2018). <i>Organization theory: Modern, symbolic, and postmodern perspectives</i> 1st ed. Mumbai Oxford university press. 5. Gibbs, G. R. (2008). <i>Analyzing qualitative data</i> 4thed. New Delhi Sage Publications. <p>Suggested E-Learning Resources:</p> <ol style="list-style-type: none"> 1. O'Reilly (2015). <i>How To Stop Worrying and Learn to Love Qualitative Data</i>. Retrieved from https://www.youtube.com/watch?v=7mhppMekvLQ 2. Gittan,H.(2017).<i>Types of qualitative research</i>. Retrieved from https://www.slideshare.net/kerbala2013/types-of-qualitative-research 3. Yale University (2015). Fundamentals of qualitative Research Methods. Retrieved 	<p>Suggested Reading:</p> <ol style="list-style-type: none"> 6. Creswell J. W. (2012); <i>Research Design</i> 6thed Delhi Sage Publications 7. Strauss A. & Corbin J. (1998) <i>Basics of Qualitative Research</i> 3rded. New Delhi Sage Publications 8. Silverman D. (2007) <i>Interpreting Qualitative Data</i> 5thed. New Delhi Sage Publications 9. Hatch, M. J. (2018). <i>Organization theory: Modern, symbolic, and postmodern perspectives</i> 1st ed. Mumbai Oxford university press. 10. Gibbs, G. R. (2008). <i>Analyzing qualitative data</i> 4thed. New Delhi Sage Publications. <p>Suggested E-Learning Resources:</p> <ol style="list-style-type: none"> 4. O'Reilly (2015). <i>How To Stop Worrying and Learn to Love Qualitative Data</i>. Retrieved from https://www.youtube.com/watch?v=7mhppMekvLQ 5. Gittan,H.(2017).<i>Types of qualitative research</i>. Retrieved from https://www.slideshare.net/kerbala2013/types-of-qualitative-research 6. Yale University (2015). Fundamentals of qualitative Research Methods. Retrieved from https://www.youtube.com/watch?v=_0HxMpJsm0I 	
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M.Com IV Semester

Reading Electives

Sr. No.	Course List	Learning Outcome	Existing Syllabus	Suggested Syllabus	Remarks
25	MGMT 521R Advances in Mutual Funds	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Familiarize with aspects of Mutual Funds. • Perform better in NISM V Module. • To procure job in Mutual Fund industry. 		<p>Note: Question paper will contain five questions and candidate will be required to attempt any three.</p> <p>Course Content:</p> <p>Introduction of mutual funds, history of mutual funds, role of SEBI in mutual fund Industry, Net Asset Value (NAV) of a scheme, Types of mutual funds and schemes, how to invest in mutual funds, SIP, SWP, STP, performance of mutual fund scheme. Tax saving scheme, Fund of Fund scheme, Assured return scheme. Mutual fund application form, offer document, KYC, Certificate of account, how to choose mutual fund scheme, redressal of complaints, consumer protection, difference between mutual funds and IPO, Nominee on mutual fund investment.</p> <p>Suggested readings and resources:</p> <ol style="list-style-type: none"> 1. Bank & Finance- http://www.ncfe.org.in/financial-education/banking 2. Financial Planning –The road to your financial future- Understanding Mutual Funds- http://www.ncfe.org.in/financial-education/mutual-fund 3. https://www.kotaksecurities.com/ 4. http://flame.org.in/ 5. NISM Mutual fund distributor 5 A Certification examination 6. NISM-Series-V-B: Mutual fund 	

				<p>Foundation certification examination.</p> <p>7. Let's Talk Money by Monika Halan.</p> <p>Suggested E- Learning Materials</p> <ol style="list-style-type: none"> 1. Mutual fund course can be accessed from https://alison.com/course/financial-funds 2. Basics of mutual funds can be accessed from https://www.elearnmarkets.com/courses/display/basics-of-investing-in-mutual-funds 	
26	MGMT 503R Corporate Banking I	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand corporate banking products and services like term loans, working capital loans, project financing etc. • Understand significance of branch profitability. • Familiarize with BASEL norms (I, II and III). • Secure jobs in Corporate Banking. 		<p>Course Content: Branch Profitability, Corporate Internet Banking, Credit Bureau, Basel norms, Structured Products</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Gopinath, M. N. (2017). <i>Banking Principles and Operations</i> (7 ed.). Mumbai: Snow White Publications. 2. IIBF. (2017). <i>Corporate Banking</i> (3 ed.). Mumbai: Macmillan. 3. IIBF. (2017). <i>Principles & Practices of Banking</i> (3 ed.). Mumbai: Macmillan. 4. Vinay Dutta, K. S. (2013). <i>Commercial Bank Management</i> (1 ed.). Mumbai: Tata McGraw Hill. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Learning Sessions(2017, Oct). <i>Basel Norms</i>. Retrieved from https://www.youtube.com/watch?v=x_sOTObwx7g 2. CRIF India(2017,Jun) <i>What is credit bureau</i> Retrieved from https://www.youtube.com/watch?v=OIT9z8cO4L 	

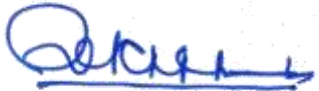
27	MGMT 506R Digital marketing	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand and implement digital marketing tools. • Practical outlook of the digital marketing in marketing promotion. • Job ready for the marketing jobs. 		<p>Note: The question paper will contain five questions and candidate will be required to attempt any three.</p> <p>Course Content: Benefits of DM, Developing the optimal strategy, Business environment and various modes of DM, and innovations, Ethical Issues, Steps to Success and case of successful DM campaigns</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> 1. Chaffey, D. and Ellis-Chadwick, F. (2012). <i>Digital Marketing: Strategy, Implementation and Practice</i>. 1st ed. Harlow: Pearson Education. 2. Dodson, I. (2016). <i>The art of digital marketing</i>. 1st ed. Hoboken, New Jersey: Wiley. 3. Yan, D. (2014). <i>Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation</i> Ed. 3. 1st ed. Kogan Page. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. Shazwan,R(2017, Aug). <i>Ethical issues in online business</i> Retrieved from https://www.youtube.com/watch?v=JHI ZdG4NVn8 2. Web Training Academy (2015, April) <i>Digital Marketing</i> Retrieved from https://www.youtube.com/watch?v=HAYYzA8lIKo 	
28	COM 511R International Financial Reporting Standards (IFRS)	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Familiarize with International Financial Reporting Standards. • Understand accounting harmonization and convergence. 		<p>Note: The question paper will contain five questions and candidate will be required to attempt any three.</p> <p>Course Content The International Accounting Standards and comparison with GAAP, Current accounting topics and application and awareness of IFRS. ,International Financial</p>	

		<ul style="list-style-type: none"> • Explore International Financial Reporting Standards (IFRS). • Understand alternative accounting and reporting methods. 		<p>Reporting Standards (IFRS): Scope, adoption process, participating parties and countries, A conceptual framework to financial reporting and presentation of financial statements under IFRS, International Financial Reporting Standards adoption in India, Impact of IFRS on Various Sectors, Other issues of international accounting and reporting</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Epstein, B. J., &Jermakowicz, E. K. (2010). <i>WILEY Interpretation and Application of International Financial Reporting Standards 2010</i>. John Wiley & Sons. 2. Karaibrahimoglu, Y. Z., &Tunç, G. (2014). Financial Statement Analysis under IFRS. In <i>Handbook of Research on Strategic Business Infrastructure Development and Contemporary Issues in Finance</i> (pp. 238-255). IGI Global. 3. Nobes, C., Parker, R. B., & Parker, R. H. (2008). <i>Comparative international accounting</i>. Pearson Education. 4. Radebaugh, L. H., Gray, S. J., & Black, E. L. (2006). <i>International accounting and multinational enterprises</i>. Wiley. 5. Zülch, H. (2014). <i>International Financial Reporting Standards (IFRS) 2014: deutsch-englischeTextausgabe der von der EU gebilligten Standards und Interpretationen</i> (Vol. 3). John Wiley & Sons. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1. DIGESHSHALA(2018, Dec). <i>What</i> 	
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				<p>is <i>IFRS</i>. Retrieved from https://www.youtube.com/watch?v=wXq6inZZANM</p> <p>2. The commerce Tutor (2016,Jun) <i>GAAP-Meaning and need</i> Retrieved from https://www.youtube.com/watch?v=oUy4XOx5lc</p>	
29	MGMT 522R Supply Chain management	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> • Understand SCM. • Understand and apply mathematics behind SCM. • Gain knowledge about inventory management. • To understand role of internet and customer centric orientation in SCM. 		<p>Note: The Question paper will contain five questions and candidate will be required to attempt any three.</p> <p>Course Content: Basics of SCM, Performance Measurement and Decisions Making. Basic Mathematics in SCM. Cost Management in SCM., Inventory Management in Supply Chain, Role of Internet Technologies and E-Commerce in SCM., Customer and Service Management.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Chopra, S., Meindl, P., & Kalra, D. (2016). <i>Supply Chain Management</i> (6th ed.). Pearson. 2. Handfield, R. B., & Nichols Jr., E. L. (1998). <i>Introduction to Supply Chain Management</i> (1st ed.). Pearson. 3. Levi, D. S., Kaminsky, P., & Levi, S. E. (2019). <i>Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies</i> (4th ed.). McGrawHill. 4. Shapiro, J. (2006). <i>Modeling the Supply Chain</i> (2nd ed.). Cengage Learning. 5. Tayur, S., Ganeshan, R., & Magazine, M. (Eds.). (1999). <i>Quantitative Models for Supply Chain Management</i>. Springer. <p>Suggested E-Learning Material:</p> <ol style="list-style-type: none"> 1. Ganeshan, R., & Harrison, T. P. (1995). <i>An Introduction to Supply Chain Management</i>. Retrieved 2019, from http://lcm.csa.iisc.ernet.in: http://lcm.csa.iisc.ernet.in/scm/supply_ch 	

				<p>ain_intro.html</p> <ol style="list-style-type: none"> Malhotra, Y. (1998). <i>Business Process Redesign: An Overview</i>. Retrieved 2019, from http://www.brint.com: http://www.brint.com/papers/bpr.htm Narahari, Y., & Biswas, S. (2016). <i>Supply Chain Management: Modeling and Decision Making</i>. Retrieved 2019, from http://lcm.csa.iisc.ernet.in: http://lcm.csa.iisc.ernet.in/scm/coimbatore/index.html 	
30	MGMT 504R Corporate Banking II	<p>Upon completion of the course student will be able to:</p> <ul style="list-style-type: none"> Understand corporate banking products and services. Gain knowledge of products and services in MSME financing. Know about long term credit, short term credit in rural business. 		<p>Course Content: Trade Services, Treasury Products, Derivatives, UCP, Rural Business Credit, MSME</p> <p>Suggested Reading:</p> <ol style="list-style-type: none"> Gopinath, M. N. (2017). <i>Banking Principles and Operations</i>(7 ed.). Mumbai: Snow White Publications. IIBF. (2017). <i>Corporate Banking</i>(3 ed.). Mumbai: Macmillan. IIBF. (2017). <i>Principles & Practices of Banking</i>(3 ed.). Mumbai: Macmillan. IIBF. (2017). <i>International Banking</i>(3 ed.). Mumbai: Macmillan. Vinay Dutta, K. S. (2013). <i>Commercial Bank Management</i>(1 ed.). Mumbai: Tata McGraw Hill. <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> Tutorial point(2018, Jan). <i>Rural credit in India</i>. Retrieved from https://www.youtube.com/watch?v=NBWF_gKwJZk Mettascliub (2017, Feb) <i>What is MSME</i>. Retrieved from https://www.youtube.com/watch?v=KGjfQfZ_WTM 	
31	MGMT 523R Strategic	<p>Upon completion of the course student will be able</p>		<p>Note: The Question paper will contain five questions and candidate will be required to</p>	

	<p>Management in IT</p>	<p>to:</p> <ul style="list-style-type: none"> • Understand strategic Management. • Gain competitive edge and be job ready. 		<p>attempt any three.</p> <p>Course Content: Strategic perspective of Information Technology, IT-enabled environment scanning, Information Technology portfolio management, Information Technology and Organisation designing, IT-enabled strategy and firms performance, IT-enabled marketing capabilities, Integrating business relations, ERP: Issues, challenges and benefits, IT-enabled economic growth.</p> <p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Bruce A. Walters, Zaiyong Tang : IT-enabled Strategic Management: Increasing Returns for the Organization, IGI Global (2006) 2. Sheikh A.M : Information Technology and Strategic Management S Chand & Company (2010) 3. J R ShravanaDeepan : Information Technology & Strategic Management, Fundazone (2017) <p>Suggested E Learning Material:</p> <ol style="list-style-type: none"> 1) Allianz Global(2019, Jan). <i>How we support agility and technology enabled environment.</i> Retrieved from https://www.youtube.com/watch?v=fBI-KiuZTeM 2) GyanUdai Classes (2017,Dec) <i>What is ERP & SAP</i> Retrieved from https://www.youtube.com/watch?v=6P5Mr3_Ccs 	<p>Verified</p>
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